

TOGETHER, WE'RE Carnival UK

OUR SIX PRIORITIES FOR 2024

1 maximise PROFITABILITY through Revenue

3 Progress GUEST DATA and COMMUNICATION STRATEGY

2 Establish Cunard as a

5 INVEST TO DE RISK

Our assets and evolve planning

4 SUSTAINABLE IMPROVEMENT BY THE S

6 DRIVE A CULTURE OF PERFORMANCE

ETHICAL

Helping people achieve their dreams is a privilege...

HARD! WORK!

CARNIVAL UK

# Performance Culture

T O O L K I T

# Introduction

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A message from  
Paul Ludlow  
President, Carnival UK &  
P&O Cruises



Driving a culture where each and every person is singularly committed to high performance is the only way to achieve our brand ambitions.

## Your role in that is pivotal.

Being part of a high-performing team means that we set high standards for ourselves and our teams, create the right conditions of support and challenge for our people, and then collectively celebrate and reap the rewards when we achieve our goals.





Make sure  
goals and expectations  
are clear



## TOOLKIT | 2 minute goals



It's important for people to be clear on the expected performance standards, so any time you agree a goal or assign a task it should include a performance measure.

There are four categories that can be applied to any goal or task.



### Time

To make something happen quicker or slower



### Cost

To reduce or increase a monetary value



### Quality

To improve quality or to reduce errors



### Quantity

To do or make more or less

## Set measurable goals and tasks in 2 minutes

1. Start with an active word/verb (e.g. create, increase, reduce, deliver, establish, resolve, determine, generate)
2. State what is to be achieved
3. End with a measure and timescale

- I will incorporate a different SHINE/White Star Service or Recovering Brilliantly behaviour into my daily musters. This is in order to Improve departmental NPS scores by X%. I will do this daily.
- I will achieve at least five effective safety conversations a month. This is in order to raise levels of safety awareness in my team. I will action this monthly.
- Varnish railings on deck 8 to a good quality, with no drips or spillage by the end of the day
- Create a flat white using steamed milk, correct espresso shot and a clearly defined heart shape and no spillage in 5 minutes



## TOOLKIT | *BEST* musters



### What are BEST musters?

This is a simple format designed to create short but highly effective briefings that cover all the essential points you need to share with your team.

They are short and focused (you can do them in 60 seconds!) and you can do them with a large group or just one individual.

Running regular BEST musters with your team at the start of every shift is an essential habit for all managers.

The more we talk to our teams and help them understand the priorities, share their ideas and feel valued, the more we will create a strong team where everyone knows what's expected and is able to deliver the results we need.

You will find that when you do a BEST muster every day, you will create trust in the team, and they will be more effective in their roles. Even if you can't talk to everyone together as a group, make sure you catch up with team members individually through the shift using the BEST framework.

### *The BEST muster framework*

**BEST stands for Begin, Emphasise, Suggest and Thank. It's a simple formula that works.**

- **BEGIN** positively. When our brains hear positive messages, we are more likely to open up and listen. If the first thing we hear is what has gone wrong, our brains often shut down to the next message – even if it is a positive one.
- **EMPHASISE** priorities. Don't give more than 3 because research shows that most people only remember 3 things at a time.
- **SUGGEST** ways to improve or get better. Ask your team for their ideas to get them engaged and involved.
- **THANK** and encourage your team. It's important that the last words that your team hear are positive and inspiring thoughts.

Use the blank form on the next page to plan your BEST musters each day.

Catch up with your team at the end of the shift to see how everyone got on and to recognise any great achievements!

Always follow up on ideas and suggestions from your team and let everyone know what you, as their manager, are doing with their suggestions.



Use this template to plan your BEST musters each day

<b>BEGIN</b> positively	<b>Greet your team.</b> Share some positive feedback and celebrate team achievements, NPS scores, guest comments etc.
<b>EMPHASISE</b> priorities	Give your team <b>3 things</b> to focus on this shift.
<b>SUGGEST</b> ways to improve	Suggest some <b>possible improvements</b> and ask your team if they have any other ideas to share.
<b>THANK</b> and encourage	Give your team some <b>words of encouragement</b> and thank them.

Here are some follow-up actions after each BEST muster

1.	Ask yourself what went well with this muster and what could be improved?
2.	Observe your team during the shift and catch up with them at the end to see how everyone got on. Note down any 'wins' and make sure you recognise these in the moment.
3.	What actions do you need to take as a result of this muster (such as additional training, follow up on ideas or suggestions from the team)?



Developing  
and enabling

Observe and monitor  
performance;  
give feedback  
and coaching



## TOOLKIT | *Setting up for Success Conversations*



Regular one-on-one chats with your team members are crucial for building rapport, providing support, and ensuring everyone is on track for success. These conversations offer a valuable opportunity to delegate effectively, set goals, provide feedback, give updates, address concerns and simply catch up.

- **Aim for weekly one-to-ones with each team member.** You could grab a coffee or have a walk and talk on deck. (Just make sure it's somewhere you can talk without being overheard.)
- **Keep it relaxed to encourage open and honest conversations.** Have a rough agenda in mind but keep the conversation flexible so you can cover anything your team member wants to discuss.
- **Talk Less, Listen More.** Give your full attention to what your team member has to say. Ask open-ended questions and encourage them to share their thoughts and feelings.

### What to cover?

Here are some areas you should aim to talk to your team member about in your 1:1s. (But you don't have to cover them all every time).

#### Current work

- What are they working on today/this week. What are their priorities?  
(Check these align with the ones you gave them!)
- Are they clear what is expected and why?  
(What does good look like, what are the timescales, what impact will it have?).
- If there are any blockers or conflicting priorities, decide how to manage this.

#### Delegating new work

- If there is a new task you want them to do, use this opportunity to delegate it to them.

#### Recognition and appreciation

- Acknowledge your team member's hard work and recognise specific contributions. A simple thank you can go a long way in boosting morale and motivation.
- Show them the impact of their work – guest feedback scores, efficiency ratings etc.  
(Did you know we completed over 50 maintenance jobs in the past 3 days, that means more happy guests!)





## TOOLKIT | *Setting up for Success*

### Developing skills

- You could follow up on feedback with a more in-depth coaching conversation. (Yesterday we had a quick chat about how you handled that tricky situation. How do you feel about what happened? What support would help you in the future?)
- Ask if there are any areas that the team member wants to develop and look at what training is available or if they could shadow a colleague to learn a new skill for example.

### Wellbeing

- Check in to see how they are feeling and if they need any support. How are you doing this week? What are you enjoying most about your job at the moment?

### General updates

- Give your team member context and help them to see the bigger picture. Share any news about what's happening in the team, department or ship. Even if you have communicated this in a team meeting there's no harm in repeating it 121 so you know your team member is in the loop, and they can ask any questions.

### Offer support

- Let your team member know that you are there to support them with any challenges they're facing, whether it's providing resources, advice, or just a listening ear. Ask if there's anything they need right now.





## TOOLKIT | *Team Check-in*

A check-in is a short, focused conversation, based on one or two questions. You can have check-ins with your whole team or with individual team members.

### When to do check-ins?

You can check-in with your team as often as you like but try to do it 2 or 3 times a week. Checking in at the start or end of a cruise is a great time as you can think about what's been achieved and reset for the next cruise.

### What are the benefits of check-ins?

- ✓ Keeps you connected with what your team are doing and how they're feeling
- ✓ Your team knows you are interested in what they're doing and how they are feeling
- ✓ Helps the team to feel connected to each other
- ✓ Builds trust between you and the team
- ✓ Encourages idea sharing
- ✓ Enables problem-solving
- ✓ Stops things falling through the cracks
- ✓ Helps everyone stay on track and on time
- ✓ Team feels supported
- ✓ Helps people focus on priorities
- ✓ Builds a sense of inclusivity.

### How to do a check-in

Check-ins are conversations, not meetings or musters. Keep them short and focused. Whenever possible talk to your team standing up. You can 'check-in' while you're on the job with your team, or as you are walking together.

- Ask your team 1 or 2 questions so you can hear how they are feeling. Here are some examples you could use (adapt to your team, role and situation):

What do you think is the main priority today/this week/for this cruise?

What is the one thing you will need help with today/this week/this cruise?

What has been the biggest challenge this week/this cruise?

What has happened since we last talked?

What has been your best achievement this week/this cruise?

How are you feeling about this week/this cruise/this task on a scale of 1 to 10?

What can we organise differently today/this week/this cruise to make it easier or better?

- Ask people to keep their answers short. Stay focused and don't get into deep discussions. If something needs more attention, follow up with the team member later.
- If you are in a group, ask everyone who is not speaking to listen fully and not interrupt or ask follow-up questions.
- Make a note of anything that needs your attention or referring to your manager - and do it.

Use the template on the next page to help you plan and record your first few check-ins. Think about how they went and what you could do differently next time. After that they should be something you can do in the moment without planning.

# Developing and enabling



## TOOLKIT | *Plan your check-ins*

Date Time	Questions	Actions to follow up	How did it go? What can I do differently next time?

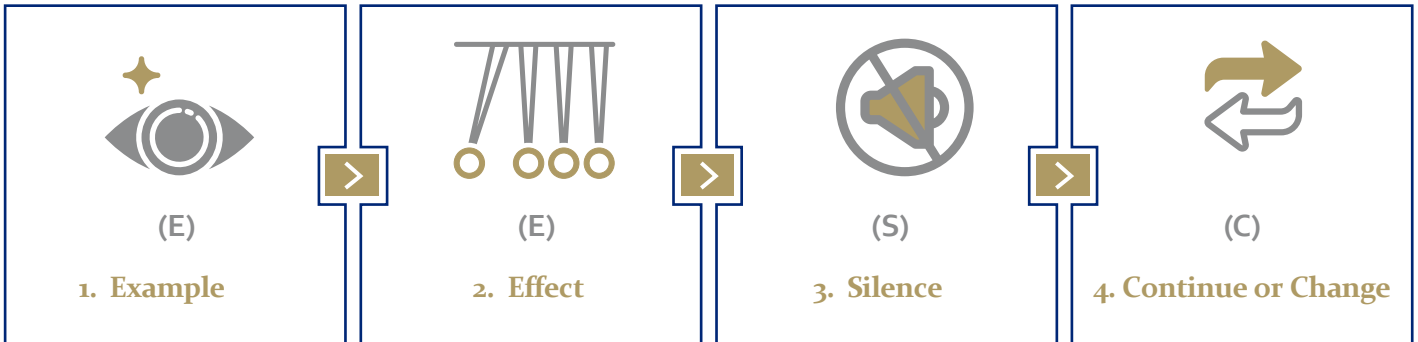
Date Time	Questions	Actions to follow up	How did it go? What can I do differently next time?

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## TOOLKIT | EESC

EESC is a simple framework for providing feedback during quick conversations with your team members. It stands for Example, Effect, Silence, and Continue or Change.



### How to Use EESC

#### 1. Example

- Begin your feedback by providing a specific example of something you observed or heard. For example, "I saw/I heard you..."
- Make sure your example is based on actual events or behaviours, not assumptions or opinions. This makes your feedback objective and credible.

#### 2. Effect

- Explain the effect that the observed behaviour had on guests, colleagues, yourself, or the team member. This helps the individual understand the impact of their actions.
- Focus on the outcomes or consequences of the behaviour rather than passing judgment. This makes the feedback more constructive and motivational.

#### 3. Silence

- After giving your feedback, give the team member some time to process it. Allow them to speak if they want to share their perspective or ask questions.
- Avoid filling the silence with additional comments or explanations. Let the team member absorb the feedback and respond at their own pace.

#### 4. Continue or Change

- End the feedback conversation by clearly stating whether the team member should continue with the observed behaviour or make a change.
- Provide specific guidance on what actions to take next. For example, "Please continue to do this" or "Next time, it would be great to see you do x or y."
- You can also encourage your team member to share their own thoughts on what they should continue doing or change. Use questions at this stage such as:

"How can you do this even better than you do it currently?"

"What could you do differently when this happens again?"

"How do you think you could do this more accurately next time?"

"What do you need to do to finish the task on time in future?"



## TOOLKIT | EESC

### What are the benefits of doing this?

- ✓ EESC means feedback is based on concrete examples and focuses on the impact of behaviours, making it more objective and actionable.
- ✓ Giving the team member time to think about the feedback creates a more open and constructive conversation.
- ✓ Clearly stating whether to continue or change behaviour gives direction for improvement and encourages learning and development.
- ✓ Asking questions lets the team member work out their own answers.
- ✓ By using the EESC framework, you can effectively deliver feedback that is specific, objective, and supports the development of your team members.

**Remember** to observe, provide examples, explain the effects, allow for silence, and offer clear guidance on what actions to take next.

**Try EESC with positive feedback when team members are doing something well to get confident using this tool.**

**Sometimes cultural differences can affect how people might expect to get feedback or respond to it.**

- You can check out these materials to help understand cultural differences in your team here:  
<https://theinsider.carnivalukgroup.com/culture-hub/working-across-cultures/>
- And if you want to know more about different nationalities take a look at these fact sheets:  
[https://theinsidervideobucket.s3.eu-west-1.amazonaws.com/wp-content/uploads/2024/02/08092417/DE0016\\_Nationality-Fact-Sheets-Guide\\_ALL\\_v3.pdf](https://theinsidervideobucket.s3.eu-west-1.amazonaws.com/wp-content/uploads/2024/02/08092417/DE0016_Nationality-Fact-Sheets-Guide_ALL_v3.pdf)

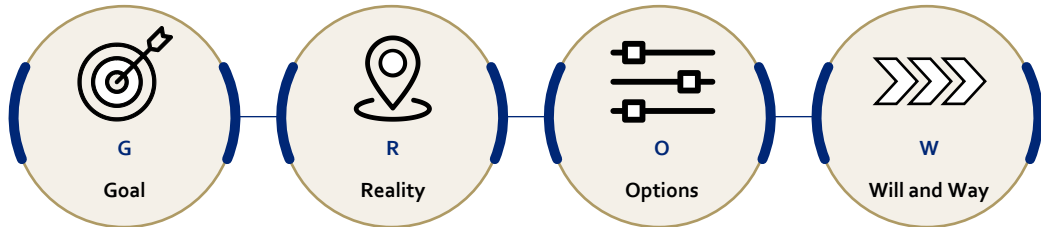


## TOOLKIT | *GROW* model

GROW is a simple 4-step tool that can help you to coach your team members.

Use GROW with team members when you want to have a more in-depth conversation to help them develop their skills and confidence.

GROW stands for:



The key principle of GROW is asking questions to get your team member to think things through for themselves and find their own answers.

### 1 Goal (G)

The first step is deciding the goal for the coaching conversation. Use questions like these:

- What would you like to talk through today?
- What's your objective for this session?
- How can I help you with x?
- What do you want to get out of this conversation?
- Can we talk about...

### 2 Reality (R)

Step two is being clear about the current situation. Encourage your team member to say where they are now. Here are some ways you can do this:

- Give me a bit of background about this?
- Talk me through the steps that you have been through so far?
- What have you already tried?
- What impact does this have on you?
- What are you thinking now?
- What are some concrete examples of this problem?
- What's the root of this problem?
- What's stopping you getting what you want?
- What won't work? Tell me why you're thinking that.

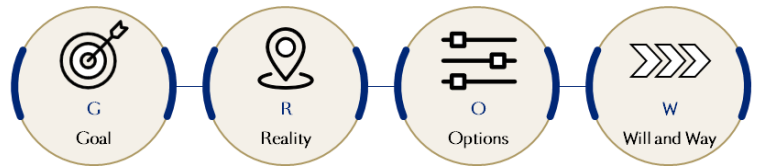
### 3 Options (O)

Next, get your team member to think about how they can solve the problem. Ask them questions to help them think through the situation. Don't give them your ideas or solutions and do not judge their ideas in any way. Here are some questions to try:

- OK, where would you start to find a way forward?
- What ideas do you have?
- Imagine you already reached your goal. How did you do it?
- What else will work?
- What else?
- What idea have you not talked about yet?
- What would you do if there were no obstacles stopping you?
- How can you make that happen?
- What resources do you need?
- What support do you need to get other people behind you?
- So, what can you do to make this happen?



## TOOLKIT | *GROW* model



# 4

## Will and Way (W)

The last step is to choose the best option and make it a concrete plan of action. Here are some questions to help your team member:

- You have talked me through a number of options...which one do you think is best?
- What precisely will you do first?
- Summarise for me the steps you are going to take
- When will you do this?
- What barriers will you face?
- What will you do if that happens?
- Who can support you?
- What support do you need from me?
- How achievable is this plan?
- How will you know you have succeeded?
- How committed are you? (Scale of 1 to 10)  
How are you feeling about your plan?
- So, when are we going to review this?

## Coaching Skills

Using the GROW model will help you to successfully coach your team members. As you coach you also need to:

- **Observe.** Make time to observe your team members in action so you are always talking to them with real examples, and you don't rely on second-hand information.
- **Prepare.** Give yourself a little time to think before any conversation. Organise your own thoughts and have a clear idea of any feedback you want to give.
- **Question** – use questions to stretch the coaching conversation and help your team member work out things for themselves.
- **Listen** – effective coaching requires good listening skills. This means being focused on the team member, being respectful, not interrupting and leaving silence. Don't second guess their answers or judge what the team member says.

**Use the GROW template to help you plan your conversations.**



	Questions	My notes
<p><b>GOAL</b> Find out what your team member wants to get from the session with you.</p>	<p>What would you like to talk through today?            What's your objective for this session?            How can I help you with x?            What do you want to get out of this conversation?            Can we talk about...</p>	
<p><b>REALITY</b> Find out where your team member is currently.</p>	<p>Give me a bit of background about this?            Talk me through the steps that you have been through so far?            What have you already tried?            What impact does this have on you?            What are you thinking now?            What are some concrete examples of this problem?            What's the root of this problem?            What's stopping you getting what you want?            What won't work? Tell me why you're thinking that.</p>	
<p><b>OPTIONS</b> Ask questions that help your team member to think of solutions for themselves.</p>	<p>OK, where would you start to find a way forward?            What ideas do you have?            Imagine you already reached your goal. How did you do it?            What else will work?            What idea have you not talked about yet?            What would you do if there were no obstacles stopping you?            How can you make that happen?            What resources do you need?            What support do you need to get other people behind you?            So, what can you do to make this happen?</p>	
<p><b>WAY &amp; WILL</b> Decide what to do and why.</p>	<p>You have talked me through a number of options...which one do you think is best?            What precisely will you do first?            Summarise for me the steps you are going to take            When will you do this?            What barriers will you face?            What will you do if that happens?            Who can support you?            What support do you need from me?            How achievable is this plan?            How will you know you have succeeded?            How committed are you? (Scale of 1 to 10)            How are you feeling about your plan?            So, when are we going to review this?</p>	





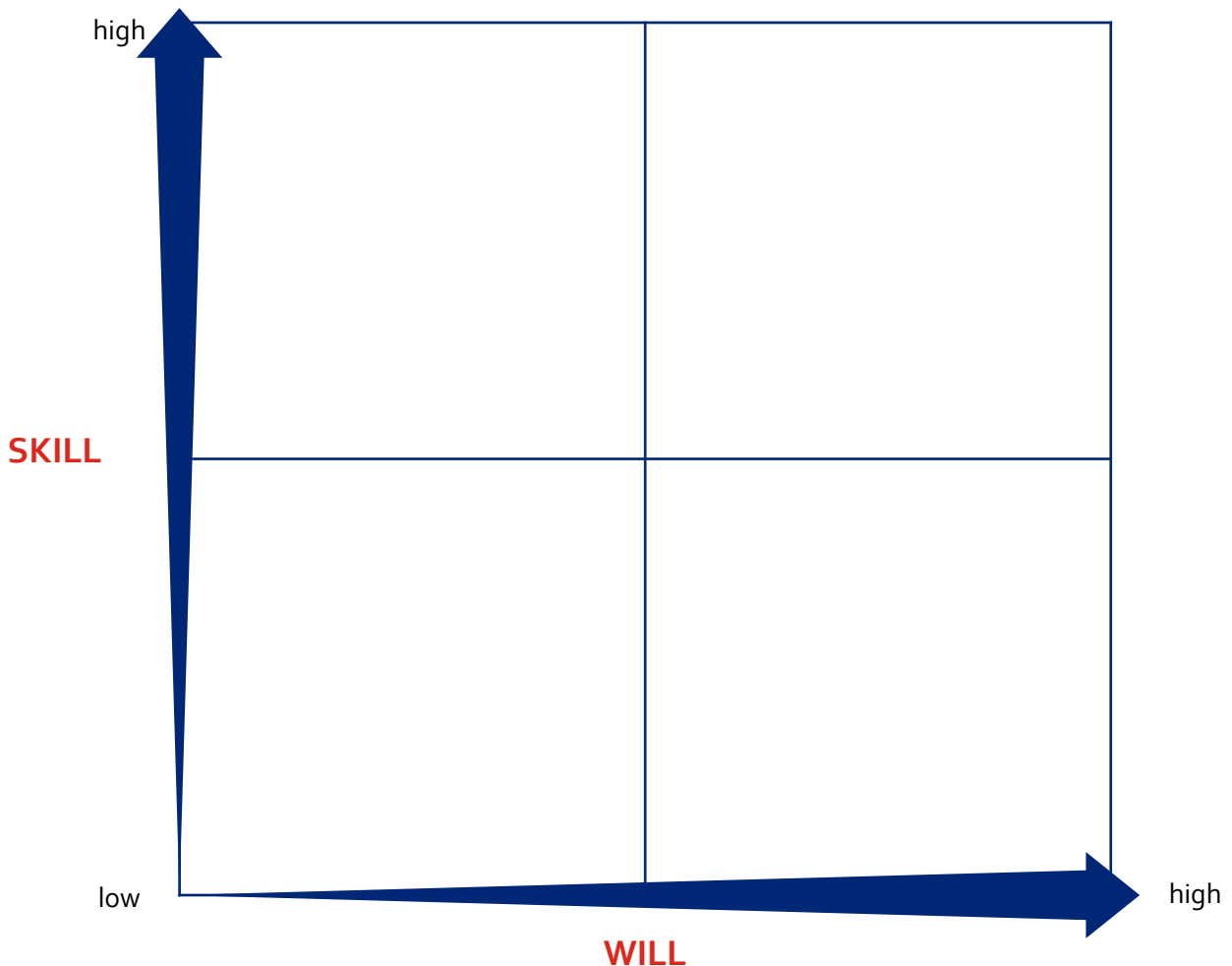
## TOOLKIT | Skill / Will

Use this tool to help you assess the skill/will of your team members for a particular task.

Task 1	
Task 2	
Task 3	

Plot your team members on the Skill/Will grid below for each of these tasks – putting their name or initials and the task number next to it.

This will help you to understand each of your team members level of Skill (ability) and Will (level of motivation) for each task.





# 3 MOTIVATORS

## ACHIEVEMENT

reaching goals, getting things done

## BELONGING

feeling I am part of a team, enjoying the team's company

## RECOGNITION

being recognised for what I do and being respected by others

### Personal Motivation Team Activity

What might really motivate us might not motivate someone else as much. Understanding our own team members' different motivations can help us see how we can help them improve their performance.

1. Ask everyone to stand and be ready to move – according to how they feel; standing at one end of the room means 'not important to me', and the opposite end means 'important to me'
2. Share statements one by one – give participants about 20-30 secs to decide/discuss to what level on the continuum it motivates them.
  - It's important to me to feel I am achieving and progressing in my job. (ACHIEVEMENT)
  - It's important for me to feel I am respected and people listen to me. (RECOGNITION)
  - It's important for me to feel I belong in my team. (BELONGING)
  - It's important for me to be successful in what I do. (ACHIEVEMENT)
  - It's important for me to be recognised and feel appreciated in my role. (RECOGNITION)
  - It's important for me that we all work together as a team. (BELONGING)

**Debrief and summarise:** this activity shows there are typically three things that motivate us at work:

ACHIEVEMENT – reaching goals, getting things done.

BELONGING – feeling I am part of a team, enjoying the team's company.

RECOGNITION – being recognised for what I do and being respected by others.



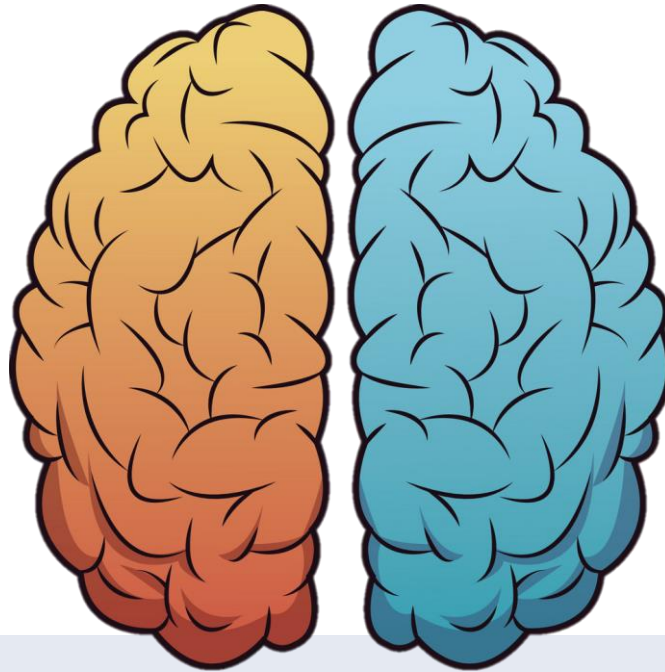


Performance  
appraisal

Evaluation  
and  
future focus



# GROWTH MINDSET



# FIXED MINDSET

- People with **growth mindsets** believe they can develop their abilities through dedication, hard work, and learning from others and their mistakes. Brains and talent do have a role to play, but they're just the starting point – the rest is up to them.
- Those with **fixed mindsets**, by contrast, view talent as an innate gift: you either have it or you don't. And they spend their time proving their abilities instead of working on them.

You can use the four simple questions below to turn discussions with your team members into developmental discussions that foster a growth mindset:

1. What went well?
2. What challenges did you have?
3. What did you learn?
4. What will you do next time?

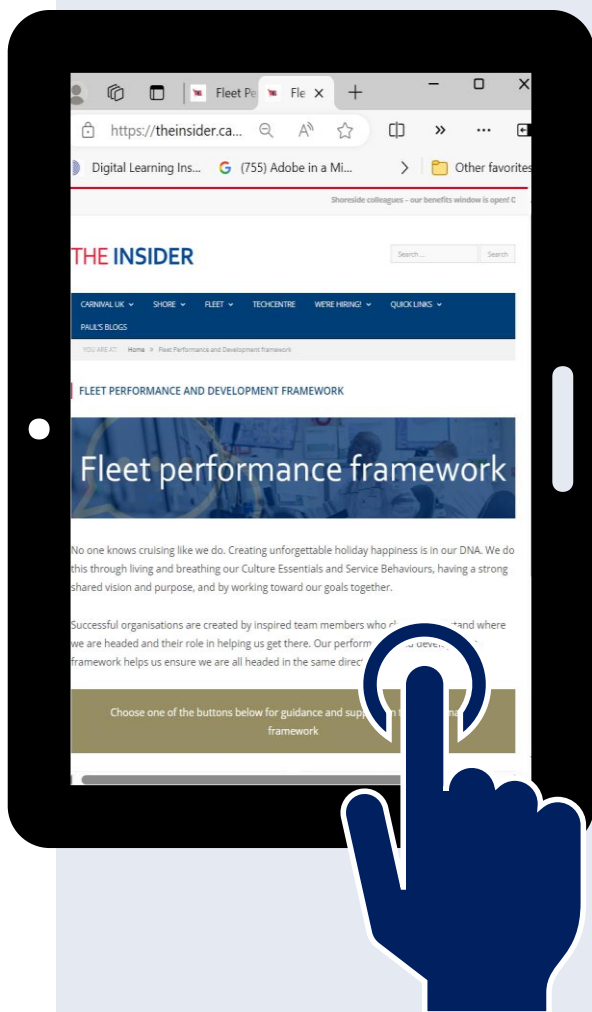


# Performance appraisal

We want everyone to feel connected and inspired to reach their full potential and perform at their best every day. Our performance framework sets clear expectations or goals/objectives for people during their tour and supports them to be successful. At end-of-tour reviews, ratings reflect and recognise how well you have performed and help you better understand where further development is needed.

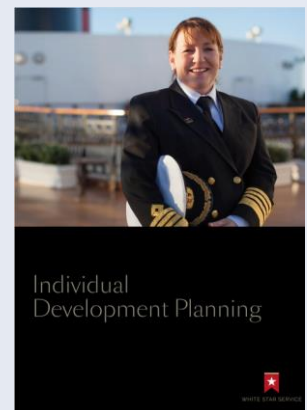
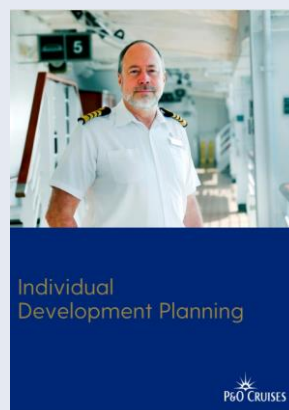
To align with the rest of Carnival Corporation we are now using a three-point scale for performance ratings. During end-of-tour reviews everyone will be awarded an individual overall performance rating from the three-point scale below.

Needs Improvement	Successful	Exceptional
Has areas for improvement in how they perform their role.	Achieves performance expectations consistently. Accomplishes the right results with the right behaviors. A reliable contributor to the team and Carnival UK.	Significantly exceeds performance expectations with broad impact. Drives exceptional results and models the right behaviors.



Access **THE INSIDER** for more information on the [fleet performance and development framework](#).

Remember, you can also find development planning guides here too, including template forms and suggested development activities to help build future skills.





CARNIVAL UK