

VOLUME FOUR · CHAPTER ONE

The Load Line

A blueprint for how much the work can carry



Painted on before anyone starts loading. Not discovered in the storm.

DOODLE

DISCOVER

DO

BEFORE YOU BEGIN

A safe limit, agreed before the voyage, by someone other than the person who gains from loading past it.

The blueprint is a cargo ship's hull drawn side-on, as a naval architect's elevation. The hold is cut away to show the cargo. At the stern, the wheelhouse and the helm. On deck, the crew. Midships, the load line, with its ladder of season marks beside it. And across it all, a waterline drawn in pencil, because it is the one line on the page that moves from week to week.

1 Doodle

Draw the cargo, paint the load line, mark the decisions at the helm, rope the crew together, and write the team's own seasons beside the ship's.

2 Discover

Where the water sits against the mark, who can see the whole load, where the helm has moved, and which season you are really in.

3 Do

One line to paint, one piece of cargo to take off, one decision handed back, one rope tied, and a date to re-open the blueprint.

YOU WILL NEED

The blueprint, printed A1 if you can, A3 at the least, never A4. Pencils, never pens.
Two to three hours.

WHO IS THERE

The people who carry the cargo, their manager, and if possible the person who decides how much cargo the team is given.

Fix the work, not the worker.

STAND ON ANY WHARF WHERE CARGO SHIPS TIE UP

Load her until the water reaches the line, and stop.

Look at the side of a hull, about halfway along, just above the water. You will find a small painted symbol: a circle with a horizontal bar through its middle. Beside it, a short ladder of lines, each tagged with a letter or two: TF, F, T, S, W, and on some ships WNA. Most people walk past it for a lifetime without knowing what it is. Sailors know. It is the load line, and it tells everyone on the wharf, from the stevedore to the harbourmaster, exactly how deep this ship is allowed to sit in the water.

WHY THE MARK IS THERE

Not to tell the crew how strong the ship is. They know she is strong. It is there because there is always a reason to put on a little more: another pallet, another container, another few tonnes that will make this voyage pay. Every one of those decisions is reasonable on its own. Together they push the hull lower until there is no freeboard left, no margin of dry side between the deck and the sea, and the first heavy wave comes straight over the rail.

The point of the mark is that it is painted on before anyone starts loading. It is not discovered in the storm.

Where our margin used to be:

SAMUEL PLIMSOLL · LIBERAL MEMBER OF PARLIAMENT FOR DERBY

The sailors had a name for these vessels: coffin ships.



In the middle of the nineteenth century, British merchant ships went down at a rate that horrified anyone who looked closely. Some were old and rotten. Many were simply overloaded. Some owners insured their vessels and cargoes for more than they were worth, so a ship lost at sea could pay better than a ship that came home. A seaman who signed on and then refused to sail could be sent to prison for breaking his contract.

1873

Our Seamen lays out the losses; a Royal Commission is appointed

1875

Plimsoll loses his temper on the floor of the Commons

1876

British law requires a load line on the side of a ship

Where we keep putting on a little more:

THERE WAS A CATCH, AND IT IS THE MOST USEFUL PART OF THE STORY

A safe limit set by the person under pressure to exceed it is not a limit. It is a hope.

In July 1875, when the prime minister, Benjamin Disraeli, announced that the shipping bill would be dropped for that session, Plimsoll called some of his fellow members villains, shook his fist toward the Speaker and refused to withdraw the word. He was eventually made to apologise. The public was largely on his side. Within weeks a stopgap law let surveyors hold back unseaworthy ships, and the Merchant Shipping Act of 1876 went further.

BUT THE ACT LET THE OWNERS DECIDE WHERE TO PAINT THE LINE

The story told ever since is that at least one owner, invited to mark his own safe limit, painted it on the funnel. It took further years of campaigning before the line was set by the Board of Trade, using agreed rules, rather than by the person who profited from loading past it.

Most organisations have no load line at all. They have plenty of cargo, a crew proud of how much it can carry, and a firm belief that the ship is sound. What they lack is the mark.

Who sets our limit, and who gains from crossing it:

THIRTY YEARS IN HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT

Loaded past the line one reasonable decision at a time.

Mining, casinos, financial services, aerospace and, for the last six years, an Australian visual effects company that began independent and was later acquired into a global network. A large part of that career has been spent at the far end of the voyage, after the wave has come over the rail: the complaint, the investigation, the person on leave, the return-to-work plan, the exit interview. In very few of those conversations was anyone a villain. What I saw, again and again, was a ship loaded past the line by people who could not see the line, because nobody had painted it.

EVERY CARGO MASTER LOADS THEIR OWN HOLD

The visual effects company grew from just over a hundred people to several hundred, and while it grew, the number of shows running at the same time multiplied faster than the headcount. The sensible answer was to staff people across several shows at once. It has real strengths. It also means each show's producer sees their own cargo, and only the artist sees all of it. The industry, like games and other project-based creative work, has a well-known pattern of crunch, long hours and insecurity between projects.

None of that is villainy. It is what happens to a ship when every cargo master loads their own hold and nobody owns the waterline.

Who owns our waterline:

1 The team that is always about to get through it

A year later, nobody can remember a month that was not a push.



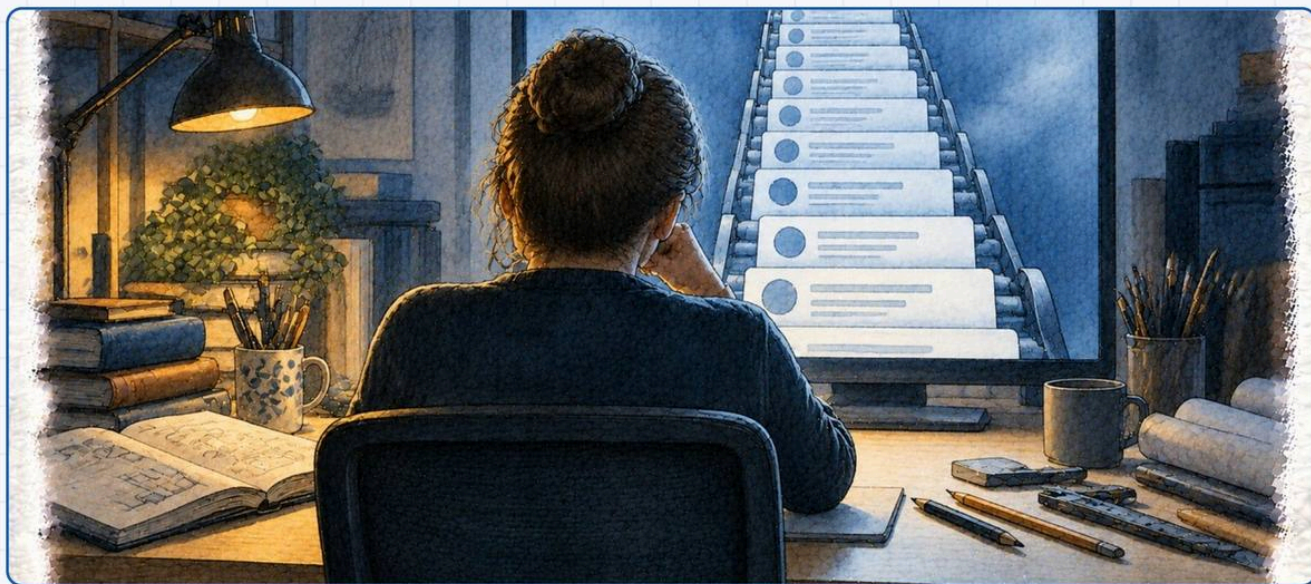
There is a deadline, and it is real, and everyone agrees to push hard until it lands. It lands. There is a week of relief, and then the next one arrives, which is also real, and also needs a push. The team is good, and quietly proud of how much it carries. The overtime is no longer overtime; it is the job. Two of the best people are now short with colleagues, and the manager, carrying the same load, reads it as a dip in morale. Nobody ever agreed how much the team could carry, so nobody can say when it went past.

WHAT THE ORGANISATION DOES *A resilience workshop is booked.*

Where our push never ended:

2 The specialist who was handed everything except the wheel

She is tired in a way that a long weekend does not fix.



She is very good at her work, and her work has been redesigned. A new system now assigns her tasks from a queue, in an order she does not choose, at a pace the system measures. She is not working longer hours. Some weeks the queue runs dry, and then it floods. What has changed is that she no longer has any say in how, when or in what order the work gets done, and the judgement that used to be the best part of the job has been engineered out of it.

WHAT THE ORGANISATION DOES *A wellbeing app is purchased.*

Where our judgement has been engineered out:

3 The new manager with nobody to ask

The load is heavy, but what is breaking him is carrying it alone.



He was promoted because he was the strongest person on the team, and the role came with twice the work and none of the handover. His own manager is responsible for four teams and is always in another meeting. His peers are on different projects in different time zones. Every hard call lands on him alone. He starts answering emails at eleven at night because it is the only quiet time to think.

WHAT THE ORGANISATION DOES *The EAP number is re-sent.*

Where we carry it alone:

A WORKSHOP, AN APP, A PHONE NUMBER — REACHED FOR

Three hazards in the work. Three remedies aimed at the person.

The team always about to get through it

The cargo kept growing, and nobody had marked a limit.

**Reached for**

A resilience workshop.

The specialist without the wheel

The cargo hardly changed, but she lost the helm.

**Reached for**

A wellbeing app.

The new manager with nobody to ask

The cargo was heavy, and the crew had gone below.

**Reached for**

The EAP number, again.

Each can help someone. None of them changes how much the ship is carrying, who is steering, or who is on deck.

The hazard is in the loading. So is the fix.

The remedy we have reached for:

ROBERT KARASEK · ADMINISTRATIVE SCIENCE QUARTERLY · 1979

The question is not simply how hard people work. It is how much say they have over the work.

Working with national survey data from the United States and Sweden, Karasek drew two lines across a page: demands from low to high, and decision latitude (control, in plain language) from low to high. That gave him four kinds of job.

High strain

High demands, low control. Where the exhaustion, the poor sleep, the anxiety and the low mood clustered most heavily.

Active

High demands, high control. People were stretched, but they were learning and, by and large, not falling ill.

Passive

Low demands, low control. Jobs that ask for little and allow even less, where people can lose skills and motivation over time.

Low strain

Low demands, high control.

THAT FOURTH BOX IS THE ONE LEADERS SHOULD REMEMBER

Karasek's model is not an argument for easy work. A heavy load carried by people who can steer is a different thing from the same load carried by people who cannot. Change the work, and you change the strain.

Where we have high demands and low control:

JEFFREY JOHNSON AND ELLEN HALL · AMERICAN JOURNAL OF PUBLIC HEALTH · 1988

Load is heavier when you carry it alone.

Nine years after Karasek, two researchers added a third line. Studying a random sample of Swedish workers, they looked at heart disease alongside demands, control and the support people got from their co-workers. The three combined.

13,779

Swedish workers, a random sample

3

lines: demands, control and support

About 2×

the prevalence of heart disease in the worst group

The group with high demands, low control and low support, a combination later named **iso-strain**, showed roughly twice the prevalence of cardiovascular disease of the group with low demands, high control and good support.

A SNAPSHOT, NOT PROOF

The study was cross-sectional, a single moment in time, so the authors were careful not to claim it proved cause. But it gave the field a third dimension it has never dropped.

Where we carry the load without a crew:

DEMEROUTI, NACHREINER, BAKKER AND SCHAUFELI · JOURNAL OF APPLIED PSYCHOLOGY · 2001

A team with too much cargo burns out. A team stripped of resources stops caring.

Every job, they argued, has two kinds of features. Demands take sustained effort and so carry a cost. Resources help people do the work, ease the cost of the demands, or help them grow: control, support, feedback, the chance to develop. Across human services, industry and transport:

Demands

linked mainly to **exhaustion**.

Missing resources

linked mainly to **disengagement**: people pulling back from the work, even when the hours look reasonable on paper.

THE LAW HAS ADOPTED THE SAME MAP

When Safe Work Australia published its *Model Code of Practice: Managing psychosocial hazards at work* in 2022, the first hazards it named came straight from this research: job demands, including sustained *low* effort; low job control; and poor support, practical and emotional. The Code also notes that in most cases it is a combination of hazards, not a single one, that does the harm.

Where we are short of resources:

THE REAL PLIMSOLL MARK IS CLEVERER THAN MOST PEOPLE REALISE

A safe load is not a fixed number. It changes with the conditions.



S · Summer

Salt water. Level with the bar through the circle.

W · Winter

Lower: a ship needs more freeboard for winter seas.

T · Tropical

A little higher: tropical waters are usually calmer.

F and TF · Fresh

Fresh water is less dense, so she floats deeper in a river port.

WNA

Winter North Atlantic. The lowest, for smaller ships in the roughest months.

And your team's

Launches, year-end, peak periods, the final weeks of a show.

A line that marks the seasons lets the organisation load heavily when it is safe to, and know before it sails where the winter mark sits.

Our seasons:

KARASEK, JOHNSON AND HALL, AND THE CODE, DRAWN ONTO ONE HULL

Cargo, load line, helm, crew, season marks.

1 The cargo

The demands: volume, pace, complexity and emotional weight, including the cargo nobody on the wharf can see. Too little cargo, too: a ship sailing light rides high, rolls badly and is hard to steer.

2 The load line

The agreed limit: not a feeling, but a habit of deciding in advance how much the work can carry.

3 The helm

Control: Karasek's point. How much say people have over how, when and in what order they work.

4 The crew

Support: Johnson and Hall's addition. From the manager and from colleagues.

5 The season marks

The safe load for the conditions: peaks, deadlines, launches, and the quiet that should follow them.

The element we have never drawn:

BECAUSE A LOAD LINE IS NOT AN ARGUMENT FOR AN EMPTY HOLD

Meaning, mastery and belonging are often found under load.



Most people want work that stretches them and matters to someone. Karasek's active jobs, the demanding ones with real control, were the ones where people learned and grew. Some of the best weeks of a working life are heavy ones: the launch that came together, the crisis the team got through side by side. Nothing in this chapter should take that away.

The aim is not to lighten every ship. It is to know where the line is, so that people can carry a full load and still come home.

Our best heavy weeks, and what made them safe:

NOT LEGAL ADVICE · THE DETAILS DIFFER FROM PLACE TO PLACE

Control at the source first, through how the work is designed.

The model Work Health and Safety Regulations were amended in 2022 to deal directly with psychosocial risks, and Safe Work Australia's Code, published in July 2022, explains what that means in practice. Most jurisdictions have adopted these duties; Victoria's own Psychological Health Regulations came into force on 1 December 2025. Organisations must identify the hazards, eliminate the risks or, where that is not reasonably practicable, minimise them, and consult the workers who do the work. Individual-focused measures are the least reliable layer, not the first.

10.5%

of serious workers' compensation claims for mental health conditions, 2022–23

14,600

claims, up almost a fifth in a year, nearly doubled in a decade

5×

the median time off work, against all injuries and illnesses

Internationally, ISO 45003 (2021) and the joint WHO and ILO guidance (2022) say the same. WHO estimates depression and anxiety cost about twelve billion working days a year, nearly a trillion US dollars.

THE FAR END OF THE SCALE

In Japan the word *karōshi*, death from overwork, has been used in occupational health since the late 1970s, and a 2014 law requires the government to study and act on it. In 2021 the WHO and ILO estimated that working fifty-five hours or more a week led to around 745,000 deaths from stroke and heart disease worldwide in 2016. These are not the usual outcome of a busy year. They are where nobody painted the line.

Where we rely on the least reliable layer:

DISTANCE, COST PRESSURE, NEW TOOLS

When the tool arrived, did the load go down, or did the line just move?

1 Distance

When a team sat in one room, an overloaded colleague was visible. In hybrid and remote work, the cargo sits below the waterline, in inboxes and queues nobody else can see.

2 Cost pressure

The reasonable response to a tight budget is the same cargo with a smaller crew. Sometimes that is right; there was slack. But the decision that takes the last of the freeboard looks exactly like the ones before it.

3 New tools

AI and automation can lighten some cargo. They can also raise the pace and move control from the person to the system. A tool that sets the order of work can take the helm without anyone deciding that it should.

Plimsoll did not campaign to stop ships carrying cargo. He campaigned for a mark on the hull, set by someone other than the owner, that everyone could see.

Where our line has moved without anyone deciding:

A WORKED EXAMPLE · A CLAIMS TEAM OF TWELVE, BEFORE STORM SEASON

The Load Line Blueprint

3 THE HELM

WE DECIDE

order of callbacks

when to escalate

wording of letters

DECIDED ELSEWHERE

claim allocation

service targets

which system

4 THE CREW

ROPES OF SUPPORT

buddy pairs, a daily huddle

team lead on the floor, not in meetings

STANDING APART large-loss role

2 THE LOAD LINE

AGREED LIMIT

35 open claims each

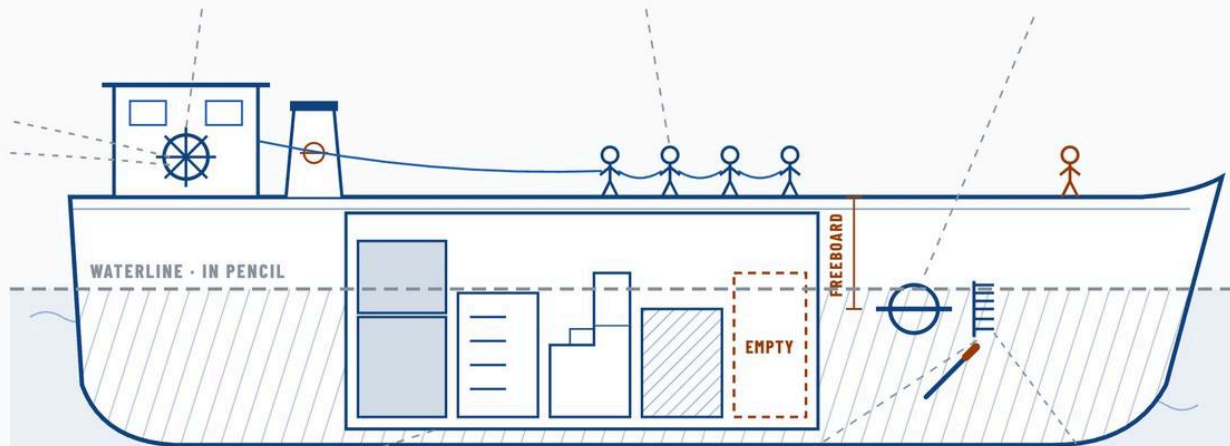
2 peak weeks, max

WATER TODAY

42 each, and rising

WHO SETS IT

ops + team leads



1 THE CARGO

VOLUME

38 to 42 open claims each

PACE

callbacks the same day

COMPLEXITY

three systems per claim

EMOTIONAL

distressed callers after storms

EMPTY SPACE

file audits automated, skills idle

5 THE SEASON MARKS

SEASON

storm season · W

quiet · S

WE ARE IN storm season

SAFE LOAD

30 each

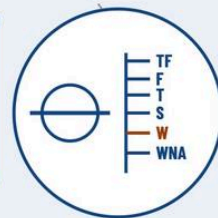
35 each

HOW LONG

6 wks + rest

rest of year

LOADING TO S, all year



THE KEEL · ONE TEAM, ONE VOYAGE

⊖ THE AGREED MARK · — THE WATER TODAY

1 The cargo

What the work asks of people. Too much, and too little.

2 The load line

The agreed safe limit, marked before the voyage.

3 The helm

Say over how, when and in what order we work.

4 The crew

Support from the manager and from colleagues.

5 The season marks

A safe load changes with the conditions.

The reading — where the water sits against the mark

WHAT THE HOLD CARRIES

claims, callbacks, hard calls

one role carrying large losses alone

WHERE THE LINE SITS

35 agreed, 42 carried

set by people who do not gain

WHAT COMES OFF, OR TIES ON

the weekly report pack

a back-up for large losses

IN ONE SENTENCE, WHERE THE WATER SITS past the summer mark, in winter, with one role unroped

DOODLE · DISCOVER · DO

A NAVAL ARCHITECT'S ELEVATION, NOT A SEASCAPE

Three rules for reading the hull.

1 Read the cargo and the helm together, never the cargo alone

For every heavy hold, ask who is steering. A demanding load with real control can be an active, satisfying job. The same load with no say over it is high strain. Often the fastest way to make a load safer is not to take cargo off but to hand back the wheel.

2 Read the load line as agreed, not felt

The line is not the point at which someone says they cannot cope. By then the wave is already over the rail. It is a limit set together in advance, in terms everyone can see: hours, concurrent projects, queue size, cases per person, consecutive peak weeks. If the person who sets the line also gains from crossing it, you are back in 1876 with the mark on the funnel.

3 Read the season you are in before you read the line

A load that is safe in the quiet months may be dangerous in the final weeks before launch, and a load that is fine for a short peak becomes a hazard when the peak never ends. The commonest failure is not choosing the wrong mark. It is loading to the summer line all year round.

The line we usually read alone:

A FACILITATED WORKSHOP · TWO TO THREE HOURS

One team at a time, with a pencil.

- 1** Print the blueprint large: A1 if you can, A3 at the least, never A4. Pencils, never pens, because the waterline and the season marks will be rubbed out and redrawn before you finish.
- 2** The people who carry the cargo must be in the room. Without them, you will draw the load as planned, not as carried.
- 3** Their manager, and the person one level up who decides how much cargo the team is given. Without them, you will draw a line nobody has the authority to hold.
- 4** Read the guard out loud before you begin, and mean it.

THE GUARD

This blueprint maps the work, not the people: demands, control, support and seasons in the design of the job. It is not an assessment of who is coping, and nothing drawn today will be used to rank, judge or performance-manage anyone. Nobody's mental health, diagnosis or personal story goes on the sheet, and nobody's name goes next to a hazard. Anything that comes up about a person's wellbeing leaves the room with a private, confidential follow-up and the organisation's support options. If there is an active complaint or investigation connected to this team, it is not discussed here. This one is about the ship.

Who must be in the room, and who holds the line:

DOODLE LOAD THE HOLD, THEN PAINT THE MARK

Underload is cargo too.

1 Draw the cargo

In the hold, draw the demands as blocks: volume (how much), pace (how fast), complexity (how hard to hold in your head) and emotional load (angry customers, distressing material, hard conversations). Size the blocks by how heavy they feel, not how they look on the plan. Then mark any empty space: the work that has dried up, the role that asks too little, the skills nobody uses any more.

2 Paint the load line

Write beside it the agreed limit for this team, if there is one: hours per week, concurrent projects, cases per person, consecutive peak weeks. If there is none, draw the circle anyway and leave the bar blank. Then, in pencil, draw where the waterline actually sits today. Write who decides where the line goes. If the answer is “the person who sets the deadlines”, underline it.

Our cargo, and our mark:

DOODLE THEN STEER, ROPE AND MARK THE SEASONS

Name the role, never the individual.

3 Mark the helm

Write the decisions the team actually controls: how, when, in what order, at what pace. On the faint steering lines running off the page, write the decisions made somewhere else: the queue, the system, the client, the target set above. Be specific. Not “we have autonomy” but “we cannot move a deadline”.

4 Rope the crew

Draw who helps whom, practically and emotionally, and how the team reaches its manager. Then look for the figure standing apart: the role that carries load with no rope to anyone. The sole specialist, the new manager, the night shift.

5 Write the seasons

Beside the ship's marks, write the team's own: launches, end of financial year, the final weeks before delivery. For each, the safe load, for how long, and what recovery looks like after it. Ring the season you are in, and the season you have actually been loading to.

Our helm, our ropes, our seasons:

DISCOVER OUT LOUD, AS A GROUP

Talk about the ship, not the sailors.

1 Where is the waterline against the mark?

Is there freeboard left? If there was no agreed line to compare against, that is the finding. Many teams have run at or past the mark so long it just feels like the job.

2 Who is loading the ship, and who can see the whole load?

Cargo arrives from several directions, and each sender sees only their own hold. If nobody sees the total and can say no to the next pallet, the line exists on paper and nowhere else.

3 Where has the helm moved?

Through a new system, a restructure, a centralised decision or a new tool? Some control has to sit elsewhere. Did anyone notice it moving, and did something come back in return?

4 Which season are we really in?

If the team has been loading to the summer mark through a winter that never ended, say so. A peak is safe when it is followed by recovery. A peak without an end is not a peak.

HOLD ONE DISCIPLINE FOR THE FIRST HOUR

The moment the conversation turns to whether a particular person is resilient enough, organised enough or tough enough, you have left the blueprint. Bring it back to the ship. The point is to make the load safer.

What surprised us:

DO AT LEAST ONE OF EACH

Paint the winter mark before the winter arrives.

1 One line to paint

One agreed, visible limit, in terms everyone can see, written down, with the role that will hold it. That role must not be the one that gains from loading past it.

2 One piece of cargo to take off

One demand to stop, defer, simplify or move, agreed by the person with the authority to remove it. If nothing can come off, write down who decided that and why.

3 One decision to hand back to the helm

One choice about how, when or in what order the work is done that moves back to the people doing it.

4 One rope to tie

One practical change to support for the role standing apart: a named back-up, a regular check-in, or a peer who covers the same ground.

5 A date to re-open the blueprint

Set it now, before anyone leaves the room. Put it just before the next peak season.

Line · cargo off · helm · rope · date:

YOU WILL KNOW THIS HAS WORKED WHEN

A ship with a load line is not an empty ship. It is a ship that comes home.

- 1** Anyone on the team can tell you where the line is, and roughly where the water sits against it this week, without looking anything up.
- 2** When a new project arrives, the first question is “what comes off, or what season are we in?” rather than “who can squeeze it in?”
- 3** A manager can say no to the next pallet and point to the mark as the reason, without it becoming a personal argument.
- 4** Peaks have an end date before they start, and the end date holds.
- 5** The role that stood apart on deck has a rope to someone, and the team still takes on demanding, satisfying work.

How we will know the line is holding:

FOUR WARNINGS • THE FIRST TWO

If the agreed limit has never once stopped a piece of cargo, it is not a limit.

The line painted on the funnel

The limit set by the person who profits from crossing it, or set so high it can never be reached. A mark nobody can sink to is decoration.

The permanent summer

The team that loads to its peak-season mark all year because every quarter has a reason. Seasons are the reason the mark has a ladder. If the calendar has no quiet season on it, the line has quietly moved, and the hull with it.

Where our line has drifted:

Where our line has drifted:

FOUR WARNINGS · THE SECOND TWO

The response to the role standing apart is a rope, not a judgement.

The lifebuoy instead of the line

The resilience programme, the wellbeing app, the reminder about the employee assistance line, offered in place of any change to the cargo, the helm or the crew. Those things can help a person in the water. They are not controls, and under the law in most Australian jurisdictions they are not where control starts. Fix the work, not the worker.

The blueprint used as a crew list

The moment anyone uses the drawing to decide who is “not coping”, who is the weak link, or who should be moved off the ship, stop. Use the blueprint against people and they will hide the true weight of the cargo from you next time, and they will be right to.

Where we have thrown a lifebuoy instead:

Where we have thrown a lifebuoy instead:

CLOSING · BACK TO THE WHARF

A workplace can be physically safe and still make people sick.



It is not much to look at: a ring, a bar, a ladder of short lines with letters beside them. It took a furious member of parliament, a Royal Commission and years of argument to get it painted there, and more years to stop owners painting it where they liked. The team that was always about to get through it, the specialist who lost the wheel, the new manager with nobody to ask: none of their organisations were short of good intentions. They were short of a mark on the hull.

The load line is the first place to look, because it is the most ordinary hazard in this book, and the one we load ourselves.

The mark we will paint first:

Paint the mark before the voyage. Mark the seasons before you sail. Keep a hand on the wheel and a rope between the crew. Then load her up and bring her home. Open the blueprint. Pick up a pencil.

MAP

THE LOAD LINE

HOW MUCH THE WORK CAN CARRY

TEAM

DATE

READ THE CARGO AND THE HELM TOGETHER

agreed, not felt



1 THE CARGO · WHAT THE WORK ASKS OF PEOPLE

size each block by how heavy it feels, not how it looks on the plan

VOLUME

how much

38 to 42 open claims each

PACE

how fast

COMPLEXITY

how hard to hold

EMOTIONAL LOAD

what it asks of feelings

EMPTY SPACE

underload is cargo too

LIGHT · HEAVY · OVER

☐

☐

☒

☐

☐

☐

☐

☐

☐

2 THE LOAD LINE · AGREED, NOT FELT

marked before the voyage, not discovered in the storm

AGREED LIMIT

hours, projects, cases, peak weeks

35 open claims each

☐ NO AGREED LIMIT – BAR LEFT BLANK

WATERLINE TODAY

42 each, and rising

WHO SETS THE LINE

☐ THE SAME PERSON WHO SETS THE DEADLINES

3 THE HELM · HOW, WHEN, IN WHAT ORDER

WE DECIDE

be specific: “we choose the order of calls”

order of callbacks

DECIDED ELSEWHERE

the queue, the system, the target above

claim allocation

4 THE CREW · NOBODY CARRIES IT ALONE

who helps whom, practically and emotionally

ROPES OF SUPPORT

buddy pairs, a daily huddle

THE ROLE STANDING APART

large-loss specialist

☐ A ROLE, NEVER A NAME

5 THE SEASON MARKS · A SAFE LOAD CHANGES WITH THE CONDITIONS

mark the seasons before you sail

TF

F

T

S

W

WNA

OUR SEASON

storm season · W

WHEN

Jan to Mar

SAFE LOAD

30 claims each

FOR HOW LONG

six weeks

RECOVERY AFTER

a light fortnight

RING THE SEASON WE ARE IN

AND THE ONE WE LOAD TO

THE SHIP, NOT THE SAILORS

☐ GUARD READ OUT LOUD

☐ NO NAMES, NO DIAGNOSES ON THE SHEET

RE-OPEN ON

DOODLE

Cargo, load line, helm, crew, and the team's seasons beside the ship's.

blocks, the mark, the ropes...

DISCOVER

Where does the water sit? Who sees the whole load? Where is the helm?

the ship, not the sailors...

DO

One line painted, one cargo off, one decision back, one rope tied, a date.

line · cargo · helm · rope · date...