



## CASE STUDY

# A European Oil & Gas Company Embarks on a Programme of Cultural Change

A customised programme for sustainable cultural change is the key to reaching safety goals at one of south east Europe's largest oil and gas companies.

<b>Client:</b>	A European oil & gas company
<b>Timeframe:</b>	2016 - December 2020
<b>Size &amp; Location:</b>	11 thousand employees in southeast Europe (HQ in Serbia)
<b>Main services:</b>	<ul style="list-style-type: none"> <li>• Culture of Care diagnostic</li> <li>• Leader Care Profile</li> <li>• Safe Mind Safe Body workshop</li> <li>• Leading Safety Performance workshop</li> <li>• Coaching for High Performance workshop</li> <li>• Just and Fair training</li> <li>• Area Ownership/Hazard Hunt</li> </ul>
<b>Industry:</b>	Oil and gas

Our client is a multinational oil and gas company based in southeast Europe. The oil and gas industry is considered high hazard, posing risks to humans and the environment unless proper safeguards, including a strong safety culture, are in place. Other challenges the industry faces include volatile markets, rapidly changing technologies and fierce competition stemming in part from a growing demand worldwide for safe and renewable energy sources.

## Initial situation, requirements

In 2016, our client organisation was intent on improvement and interested in an assessment of its safety maturity level. They turned to us for help, and we carried out our Culture of Care diagnostic, which is a complete information gathering process based on multiple site observations, interviews, surveys and focus groups at all levels of the company. We summarised the results of the diagnostic in a detailed report and included the organisation's position on the Cultural Maturity Ladder, which ranges from "pathological" on the bottom rung, through "reactive", "calculative", "proactive" and finally, at the top, "generative". According to the diagnostic, the company's status was "reactive". A reactive culture typically falls short in areas such as communication, leadership visibility, chronic unease, risk management, consistent application of policies and procedures and more.

To remedy this situation and chart a path for improvement, our consultants included recommendations in their diagnostic report. They proposed a 3 year culture of care improvement programme based on their findings that would:

- > Feature leadership training, mentoring and coaching
- > Operationalise an operational management system
- > Develop risk blindness and hazard identification skills and capabilities in the workforce and beyond
- > Create a **major accident hazard** prevention culture
- > Develop an HSE strategy

Our global reach and experience working with the most successful and advanced organisations in the oil and gas industry, coupled with our outstanding track record in promoting safe outcomes in a range of sectors were very attractive to this client. Our thorough diagnostic approach and far-reaching recommendations, all tailored to the particular circumstances of this organisation were also compelling. Consequently, the company decided to take our suggestions to heart and signed on to work with us to implement the proposed culture of care programme with the goal of zero incidents and a cultural maturity level of "proactive" by the end of 2020.

## Solutions

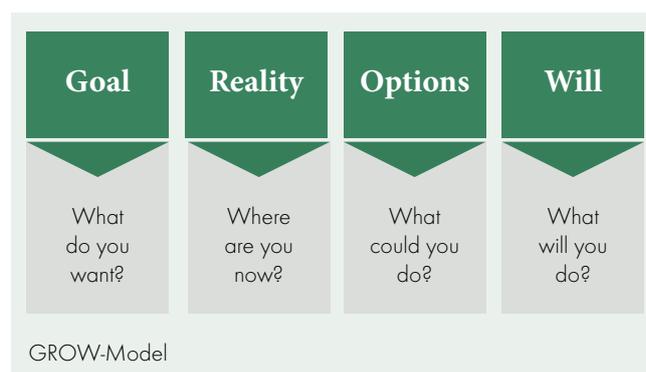
Three main field consultants are leading the effort to deliver on our promises. To reflect the client company's organisational model, coaching and training is delivered to various "blocks", i.e. sales, upstream, refinery, etc. Coaches are assigned to a specific block and remain there throughout the programme to ensure continuity and

foster relationship building. Together with rigorously selected instructors, including those handpicked and fluent in the local language, our team of consultants draws on a range of customised training and coaching tools.

Training is delivered to both the workforce at large and leaders, with each group attending workshops tailored to their specific needs. Our Safe Mind, Safe Body workshop was delivered to 1300 workforce employees over 50 sessions in 2018, and more than 340 members of the workforce completed the Area Ownership/Hazard Hunt workshop during the first half of 2019. More than 650 company leaders took part in the Leading Safety Performance workshops completed early in 2019, and later this year, those in middle and upper management and supervisory staff will participate in the Just and Fair Training workshop to address the perception of blame culture prevalent in the organisation.

The content of our **leadership coaching** interventions is based on a company vision created by employees in 2018 that identifies the expected behaviours of individuals at every level of the organisation. We began coaching at a refinery, which, according to the diagnostic results, required a more intensive intervention to achieve company goals. As of beginning of July 2019, the majority of the coaching required there has been completed, and overall, 600 hours of the planned 1200 coaching hours have been delivered company-wide.

We recommend a total of 5 coaching sessions, and most senior leaders participate in all 5, with the minimum number of sessions being 3. The first coaching session is structured around the Leader Care Profile tool, which is a survey that measures trust, respect and caring consisting of humanity, integrity and competence. The second session utilises the GROW model, so that individuals can create goals for themselves and their teams, emphasising safety. Examples of goals include greater visibility (walking the floor more), identifying people within teams for further development and giving honest, positive feedback rather than relying on blame or punishment.



Because we work to empower our clients, we undertake coaching with an eye to establishing organisational self-sufficiency around programme management by the end of 2020. In concrete terms, this means we are grooming “champions” who will take on the role of our consultants and coaches so that the company can maintain the progress it has made during the project and continue to improve. Potential champions are identified by our consultants and coaches in the course of our work and are also recommended by company senior leaders and teams. Once selected, 84 champions from across all organisational blocks will take part in our Coaching for High Performance workshop to prepare them to become internal coaches.

Another facet of our drive to instil self-sufficiency in the organisation is the Governance Teams. These will be established for each block and will be tasked with the oversight of the Culture of Care improvement programme, including setting objectives for improvement, understanding what comes up through training and coaching and keeping abreast of safety developments. With a set methodology employing a governance tracker and workbook and the GROW model for goal setting, Governance Team meetings are scheduled monthly or bi-monthly within the different blocks / areas of the business. The Governance Team meetings have now been set up in one of the refineries, and ultimately, the hope is that a level 1, overarching Governance Team can be formed from the leadership ranks as a guiding authority for maintaining a **Culture of Care**.

Customisation is one mark of our innovation. We strive at every turn to shape the tools we use to our clients’ specific requirements and needs. One of many examples in this case was the material for the Hazard Hunt and Just and Fair workshops, which we assembled, in close cooperation with the HSE team and using evidence from the diagnostic to ensure its relevance to the workforce.

Our ability to work well within the constraints of our clients’ realities is a major strength. In this instance, for example, we were often faced with changes in planning resulting from unanticipated situations such as refinery turnarounds. With good communication, strong relationships and our own adaptability and experience we were able to deliver on our promises despite logistical challenges.

It is also worth noting that changing the deep-seated beliefs and attitudes that often accompany a “reactive” status on the **Cultural Maturity Ladder** takes time and tenacity, coupled with the right approach. Again, experience ushering in cultural transformation and a guiding principle that prioritises customisation helped us apply the right tools for the job in the right way.

### Results

Although the project is not scheduled for completion until the end of 2020, we have conducted and will continue to conduct quality checks and elicit feedback to ensure that our interventions are having the desired results.

It is planned that by the end of 2019 we will have completed a mini-diagnostic on 3 sites - one refinery and 2 upstream sites - in order to understand more fully the impact our interventions have had so far and to refine our efforts going into the final year. The mini-diagnostic will include the same data gathering techniques that were used in the initial diagnostic in 2016.

The organisation has asked workshop and training course participants to fill out feedback forms, which we include in our biannual pulse reports monitoring progress. These evaluations have overwhelmingly confirmed that training is perceived as “excellent/very good” among the workforce.

The online survey we administered on coaching generated 57 leader responses, 80-90% of which agreed that coaching interventions were beneficial and had had a positive impact on the organisation. There was also a 12% positive increase in how recipients viewed coaching prior to taking part in it as opposed to afterwards. 68% were open to coaching beforehand while 84% were open to it by the time the feedback survey was completed. Anecdotally, coaches are reporting that engagement is high among many of the leaders who are exhibiting the target values and intentions we aim to cultivate. Some even bring data and presentations to their coaching sessions and discuss new ideas and success stories that have resulted from what they’ve learned through coaching.

## DEKRA Organisational Reliability

DEKRA Organisational Reliability is a behavioural change consultancy. Working in collaboration with our clients, our approach is to influence the safety culture with the aim of 'making a difference for the better'. We deliver the skills, methods, and motivation to change leadership attitudes, behaviours and decision-making among employees. Measurable sustainable improvement of safety outcomes is our goal. We are a service unit of DEKRA SE, a global leader in safety since 1925 with over 39,000 employees in 50 countries.

For more information, visit [www.dekra.com/organizational-safety-and-reliability](http://www.dekra.com/organizational-safety-and-reliability)

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