

## Shell Oil Company



### Client Profile

Shell Oil Corporation is one of the largest energy corporations in the world. Shell explores for, produces and refines oil, produces and transports natural gas, and is very active in renewable energy development. Shell also has a growing business in power generation and a diverse portfolio of products for the chemical business.

### Challenge/Opportunity

Drilling for oil is a dangerous job. The platforms are so explosive that even the flash from a camera can cause a catastrophic explosion. Accidents can jeopardize the lives of the entire crew. In addition to the tragedy of personal injuries,

every time an employee has an accident, production is stopped, decreasing revenue generation.

Safety is at the top of every platform managers' concerns. Shell measures safety performance by the number of people injured for every million man-hours expended known as TRCF (Total recordable case frequency). Shell Oil's Brent Field Delta Platform in the North Sea had an all-time high TCRF of 13.3 workers injured for every million man-hours. Supervising engineers from the Delta Platform in the North Sea Brent oil field had lost coworkers in workplace accidents. They clearly needed a breakthrough.

Late in the year 2000 some of the Delta team attended a Safety Leadership course sponsored by Shell Expro at which they were shown two videos 'FiSH! and 'FiSH STiCKS' that featured the world famous Pike Place fishmongers. They realized that these Seattle fishmongers were living and breathing the attitudes and behaviors that they were trying to achieve in their safety program. They dug a little deeper and found that the fishmongers had a long term coaching relationship with **bizFutures**. They sought **bizFutures** out and requested a training program.

### Approach

Four Shell Delta Platform engineers came to Seattle in March 2001 to participate in **bizFutures** introductory 2-day seminar, **Creating a Vital Workplace**. They came

with the specific intention of causing a breakthrough in safety and reducing workplace accidents. In this first seminar, they were introduced to the technology that underlies the transformation of workplace cultures and the enhancement of organizational creativity. During the seminar they learned and practiced a technology of empowerment that would allow their co-workers to take greater responsibility for their own safety. This practice led to an increase in the overall well-being of the entire organization. Most importantly, they learned to identify their problems as opportunities, and to transform them into quantum leaps that translate into extraordinary results.

### Results

On their return to Delta platform, the engineers continued having periodic coaching sessions with **bizFutures** as they applied the creative principles and technology they had learned. They involved the entire platform crew in the intention to bring about safe working habits. The breakthrough came through creating a special project known as **A Game Worth Playing**™. Within months, accidents and injuries plummeted 68% and the TCRF dropped from 13.3 down to 4.2, a 68% reduction. One of the Shell managers, Norman Lloyd, wrote:

The **(Creating a Vital Workplace)** course impacted us personally and gave us the drive and commitment to make a difference in life both inside and outside of work, the business, and



the people who were touched by it. It helped us transform both our safety and oil production.

We, on the Delta, are creating and living in the right conditions to enable *Community Spirit* to thrive. We appreciate that while this is a serious business we're in, we can still have fun at work. Entertainment committees, social nights, daily music messages and requests to *Stop for Safety...* to listen to the music are all tools we invented to enable this to happen.

**Happy people are highly motivated, safe and top performers.** Our belief is that if you only rearrange things, nothing will change. You will only achieve the same results in a different order. **You must lift the lid and allow people to bring energy, passion, loyalty and a positive attitude with them every day.** Create an environment in which people are truly connected to their own needs, their colleagues' needs and their customers' needs. STOP (the safety message program) is a way of community life, Target Zero (zero accidents) is a way of community life, coaching is a part of community life, and being the best is a part of community life.

**What quickly became evident was that this was not all about safety but rather a transformation of people's beliefs and attitudes, which allowed the safety tools to thrive.** STOP became readily acceptable as people realized that, with regard to safety, they are their brothers' keeper.

After the course the number of injuries was reduced by 68% as the TRCF went from 13.3 down to 4.2, but more importantly 49 less people had to attend the sickbay for treatment of injuries. (Before the course) there was an average of 7-8 visits to the medic for treatment every month. These were reduced to below two with some months at zero. This accomplishment was previously unheard of in the industry. Before the course, the record for the number of days of no production disruption was 75. After the course, the crew achieved a record 218 days. This result was also previously unheard of in the oil industry.

**Norman Lloyd  
Integrated Team Leader  
Shell Oil Company  
Delta Platform, Brent Field**

In the fall of 2002, four Delta Platform engineers returned to Seattle to attend one of **bizFutures'** advanced courses, "**The Leadership Development Sessions.**" Their purpose was to become more effective at sharing their experience and intentions with other platform crews and workers in other areas of the offshore oil industry.

Historically, Delta platform averaged only 31 days without disruption caused by an accident. Following their participation in **bizFutures** seminars and coaching, a **new record of 512 days** has been achieved, a spectacular breakthrough in safety practices. This string of disruption free work days has translated into an **18% increase in oil production.**

Since these results have proven to be sustainable, the Delta Platform Team has been invited to give presentations on safety throughout the United Kingdom. In autumn 2002 Norman Lloyd, Delta Integrated Team Services Leader, was presented the **National Award for Safety from the British government.**