

***A Practical Approach to Safety Leadership in the
Current High Activity Environment***

**Peter Hobart
CEO, EDN**

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Sources for our presentation



Oil & Gas Companies

Apache

BHP Billiton

BP

ExxonMobil

Maersk

Nexen

RasGas

Santos

Shell

Total

Woodside

Drilling Contractors

Atwood

ENSCO

Global Santa Fe

Grey Wolf

KCA Deutag

Nabors

Noble

Pride

Rowan

Saipem

Transocean

Issues in the current environment

- **Lower levels of experience in rig crews**
- **Higher level of turnover in personnel**
- **Focus on schedule and minimisation of downtime**
- **Changeover to Australian crews**

Safety Leadership

A PROCESS TO '**EMPOWER**', i.e. TO GIVE PEOPLE A
REASON, TO TAKE ACCOUNTABILITY FOR THEIR OWN AND
THEIR TEAM'S SAFETY

WOULDN'T IT BE NICE IF

- HAD THE KNOWLEDGE -
- HAD THE SKILLS -
- PEOPLE REALLY CARED -
- i.e. WERE COMMITTED
- THE 'BELIEF' and 'VALUES' -

Implications for Managers and Supervisors



***"TREAT ME AS I AM, NOT AS
YOU ASSUME I AM, BUT GET
ME TO WHERE YOU WANT
ME TO BE".***

Hertzberg

Developmental level by task

“How ready am “I” to do the task safely”

READINESS TO DO A JOB PRODUCTIVELY AND SAFELY

High **D4** **D3** **D2** **D1** Low

Able Willing **Able Unwilling** **Unable Willing** **Unable Unwilling**

ABILITY

- KNOWLEDGE
- SKILLS
- EXPERIENCE
- STANDARDS

WILLINGNESS

- COMMITMENT
- CONFIDENCE

EXPLORE SAFETY IMPLICATIONS

ASK FOR, OR RESPOND

- SHOW AND CLOSELY SUPERVISE PEOPLE IF THEY ARE ‘D1’
- COACH PEOPLE IF THEY ARE ‘D2’ – AND MAINTAIN THEIR ENTHUSIASM
- WORK WITH PEOPLE TO FIND OUT WHAT MAKES THEM UNWILLING IF THEY ARE ‘D3’
- GIVE PEOPLE THE ‘ROOM’ TO DO WHAT THEY CAN DO IF THEY ARE ‘D4’

ABILITY

- KNOWLEDGE
- SKILLS
- EXPERIENCE
- HIGH STANDARDS

WILLINGNESS

- COMMITMENT
- CONFIDENCE

If developmental level is D1

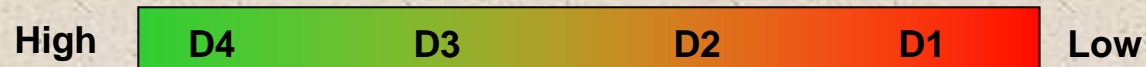
(Unable and Unwilling)

Then what are the safety implications?

I AM AN 'ACCIDENT' LOOKING FOR A PLACE TO HAPPEN!!!



Adapted from Hersey & Blanchard



Developmental level by task

**Unable
Unwilling**

ABILITY

- KNOWLEDGE
- SKILLS
- EXPERIENCE
- HIGH STANDARDS

WILLINGNESS

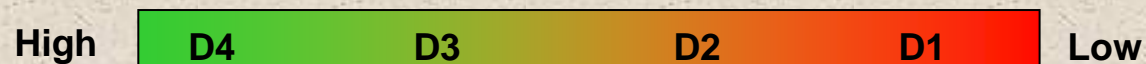
- COMMITMENT
- CONFIDENCE

If developmental level is D2

(Unable and Willing)

Then what are the safety implications?

**I AM AN 'ENTHUSIASTIC ACCIDENT'
LOOKING FOR A PLACE TO HAPPEN!!!**



Developmental level by task

Unable
Willing

Adapted from Hersey & Blanchard

ABILITY

- KNOWLEDGE
- SKILLS
- EXPERIENCE
- HIGH STANDARDS

WILLINGNESS

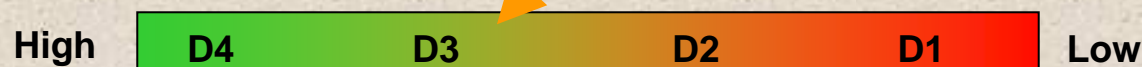
- COMMITMENT
- CONFIDENCE

If developmental level is D3
(Able and Unwilling)

Then what are the safety implications?

**I AM UNINTERESTED /
NOT CONFIDENT AND THEREFORE A
POTENTIAL ACCIDENT!!!**

Adapted from Hersey & Blanchard



Developmental level by task

Able
Unwilling

ABILITY

- KNOWLEDGE
- SKILLS
- EXPERIENCE
- HIGH STANDARDS

WILLINGNESS

- COMMITMENT
- CONFIDENCE

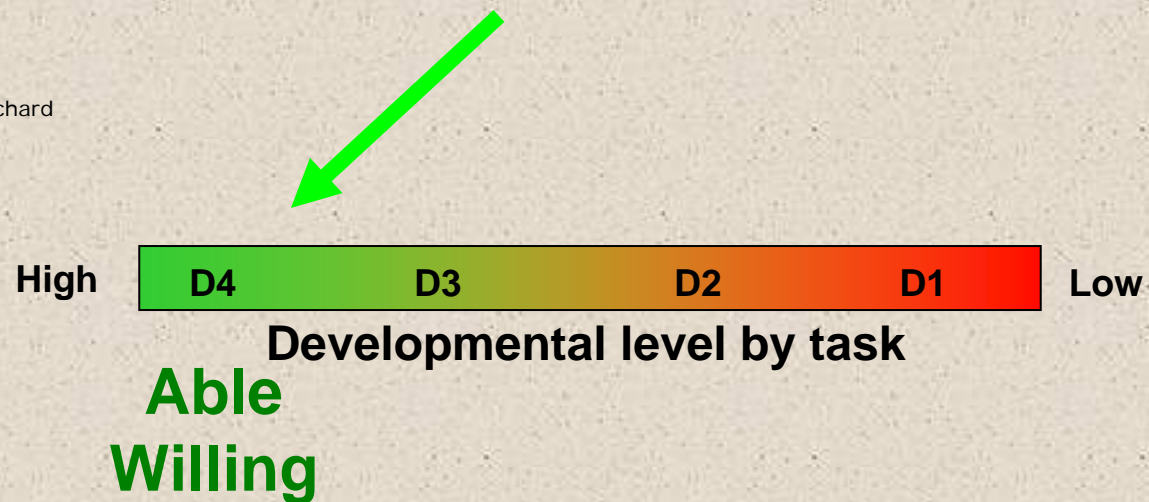
If developmental level is D4

(Able and Willing)

Then what are the safety implications?

I BEHAVE SAFELY!!!

Adapted from Hersey & Blanchard



Adapted from Hersey & Blanchard

Moving People to Higher Levels of Readiness

The 'Job' of driving a car involves many tasks, including:

– starting; changing gears; steering; braking; etc.

1. Tell them what, how and when you want it done
e.g. how to change gears.
2. Watch them do it
3. Give them feedback on how well they did it

For **D1** and **D2**

- Positive feedback if they got it right
- Redirection if they got it wrong

For **D3**

- Tell them how you feel and why, discuss with them what they did / did not do & agree on corrective action

For **D4**

- Tell them how you feel & why and encourage future good performance

Seven Principles of Effective Coaching



Collaboration

Accountability

Awareness

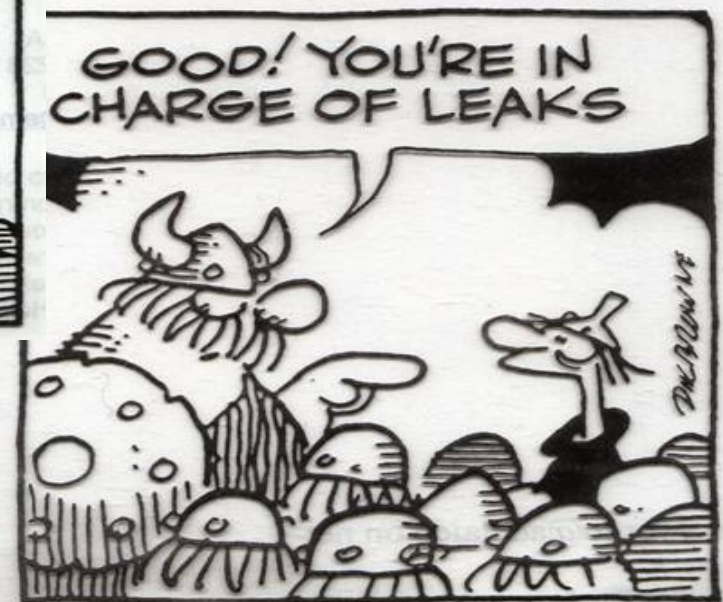
Responsibility

Commitment

Action

Results

Winning Hearts and Minds



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