

# Resource Change Partners

Participative Change Specialists

## **BG Group: Performance improvement through behavioural change:**

### **HIGH LEVEL SUMMARY:**

We worked with senior managers and team leaders from the Well Engineering function at BG Group's assets around the world. The project helped them to identify the behaviours and ways of working that would achieve significant improvements in operational performance. We supported teams with a variety of "Interventions" to build the behaviours, skills and capabilities that underpinned the required ways of working. Examples of these interventions included: workshops, learning events, eLearning, process modeling, LEAN techniques, project planning reviews, improved management reporting and support for a network of change champions. These activities built the internal capacity to improve behaviours, process and business outcomes.

Key issues to be managed by the project included:

- Global workforce
- Variation in ways of working
- Variation in process
- Variation in behaviours

### **BACKGROUND:**

The Well Engineering function accounts for over 40% of the company's CAPEX. The project goal was to drive operational efficiency through behaviours that were focused on delivering 'Top Quartile' (TQ) wells. TQ performance was assessed by measuring BG Group's performance against industry data with the objective of being in the 'top 25%', as measured against relevant criteria for: safety, time, cost, well integrity and other relevant benchmarks. It was recognised that delivering TQ wells required *attitudes and behaviours* that sought to drive out unnecessary costs whilst retaining the highest standards of safety. This focus on behaviours differed from the more conventional approach of using KPIs to monitor and control specific activities.

### **APPROACH:**

The first task for our project was to define a process that would enable teams to consider how *behaviours* impact upon operational effectiveness and to define the required behaviours that would underpin 'top quartile' performance. We then undertook an assessment of all the major assets around the world to measure how 'current behaviours' differed to the 'desired behaviours'.

Once we had reviewed the perceived 'gaps' with managers and teams at each asset we then developed a series of workshops and management development programmes to build commitment for ways of working that were based on: collaboration, shared best practice, skills/knowledge development, effective leadership and greater cross-functional collaboration. These programmes were tailored to the specific needs of each asset and were sponsored by senior managers who retained a visible leadership role throughout the process.

As well as building the underpinning skills to support these new ways of working we also reviewed key processes to ensure consistency in how teams were working. This activity led to improved interfaces at points where processes crossed between different functions, helped to drive out unnecessary costs/delays and led to improvements in project planning.

### **OUTCOMES:**

During the life of the project the Well Engineering function achieved a significant increase in the proportion of wells that were measured as 'Top Quartile'. The value to the company could be calculated in terms of hundreds of millions of dollars. (Estimated at greater than \$150m over an eighteen-month period).