



CASE STUDY

An International Energy Supplier Transforms with DEKRA's Innovative Leadership Services

Safety through cultural transformation is what this prominent energy supply company wanted to achieve. Our innovative approach to diagnostics, leadership training and intensive on-site coaching delivered the desired outcomes.

Client:	A prominent international energy supplier
Timeframe:	June 2014 - December 2016
Size & Location:	One site, one country (UK), on & offshore
Main services:	Culture of Care Diagnostic® Leading Safety Performance™
Industry:	Oil & Gas

Our client is an international energy and services company active in the high-hazard oil and gas sector. Its exploration and production division is focused on upstream oil and gas, operating in the Irish Sea, the UK, Norwegian and Dutch sectors of the North Sea and North America. The company is committed to their core values of prioritising safety and protecting people.

Initial Situation and Requirements

Our client desired a change in company culture based on diagnostic output. They engaged DEKRA Organisational Reliability to undertake a Culture of Care Diagnostic®.

The organisation committed to developing a culture of care within their organisation, aiming to reach the calculative level on the Culture of Care Maturity Ladder® model. The intention was to develop leadership at all sites.

Solutions

The diagnostic results indicated that our client met the criteria of a reactive organisation on the Culture of Care Maturity Ladder® model. A collaborative effort between us resulted in a 'Culture of Care Roadmap' designed to help the organisation achieve and then sustain the next stage on the **Culture of Care Maturity Ladder®** model through cultural development.

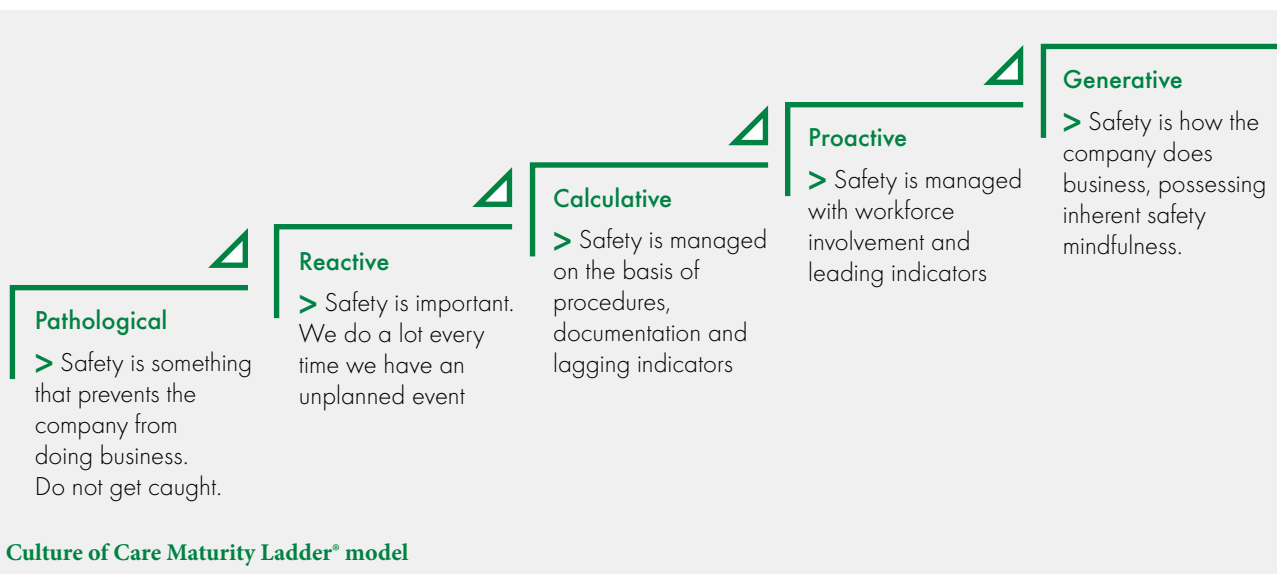
The DEKRA intervention plan provided customised leadership training for all company leaders (office and offshore based). Leading Safety Performance™ (LSP) workshops equipped participants with the skills, understanding and motivation to create and lead work environments where a culture of care can exist and thrive. We also provided coaching support to leaders to reinforce and embed the new behaviours learned through the training programmes. Behavioural coaches were deployed to the terminal. There was specific coaching focused on training outputs, and leadership competencies and commitments. Bite-sized training and group coaching was provided to the workforce covering the why and how of intervention, effective toolbox talks, and situation

Edgar Schein

"Leaders create and change cultures; managers and administrators live within them". (1992)

awareness. This was to supplement the top-down leadership training with a bottom-up approach to cultural change.

During the project, we applied an innovative method to support leadership development. All leaders at the terminal attended **Leading Safety Performance™** sessions where they made commitments to stop, continue and start behaviours they had explored during the workshop. During the follow up sessions with the on-site coach, LSP participants focused on these commitments, monitoring their development and implementation. To facilitate these coaching sessions and maximise their utility, we created a database of behaviours which linked to the concepts explored in the workshop. When a leader exhibited these behaviours, the coach recorded it in the database against that specific leader's name. The more this person demonstrated the behaviour, the more it became the "norm" for them, until eventually they were "signed off" on that behaviour with the date recorded in the database. At the end of coaching, we discovered that as leaders were signed off on LSP behaviours, the Total Recordable Injury Frequency rate (TRIF) at the terminal decreased. While this was our first experience using the LSP database to support on-site coaching, it was so successful that we have continued to integrate it into other projects.



Culture of Care Maturity Ladder® model

Result

Although initially, culture at the terminal seemed strongly engrained and somewhat resistant to change, the dedication of our coaches and the commitment of senior leaders within the organisation prevailed. Our practical, hands-on approach to behavioural change combined with data-driven methodologies gradually convinced staff to engage more wholeheartedly with the programme. They began to appreciate the benefits of our insights and the value of cultural transformation. Ultimately the cultural maturity of the site evolved, reaching the level leadership had aspired to and achieving better safety outcomes for the workforce.

Our client went from being a poor HSE performer in the oil & gas (O&G) sector to reaching the top quartile in HSE performance in O&G, with a significantly reduced Lost Time Injury Frequency (LTIF) and a 300% increase in reporting. Their success correlates with leaders achieving “signed off” status LSP workshop parameters. The success of the project was assessed by periodic measurements, or pulse reports, highlighting changes in the behaviours observed compared to the original **Culture of Care Diagnostic**® results. The pulse reports showed that the culture at the company had progressed significantly, with an increase on the cultural maturity scale from reactive (2.2) to nearing calculative (2.8). The majority of behaviours exhibited were at the calculative level, with the emergence of proactive level behaviours as well. The leaders have each been signed off as consistently exhibiting the new behaviours and competencies learned in our workshops.

The impact of the DEKRA intervention plan is also reflected in our client’s key performance indicators, and against industry standards:

- > A year-on-year reduction in Lost Time Injuries (LTI), near-misses and first aid cases since 2014.
- > A decrease of 87% in Total Recordable Incident Rate (TRIR) from April 2015 to August 2016.
- > Introduction of active monitoring targets starting in January 2016, with Maintenance Department 100% compliant throughout 2016.
- > Successful 2015 shutdown; improvements from 2014 include: reduction in LTI, High Potential (HiPO) events and recordable injuries, and a 262% increase in PSI submissions.
- > Reduction of long-term inhibits: 44 in April 2014 to 8 in July 2016.

In 2015 the TRIR rate at the gas terminal was in the bottom quartile across all European oil and gas platforms. It has now been operating consistently at a rate below the industry average for 12 months (Sept 2015 to Sept 2016), and is rated in the top 10 performing in Europe. Our client has a continued commitment to the ‘Culture of Care Roadmap’. DEKRA will continue to work alongside this company to improve the culture of care to a fully calculative organisation, with the aim of reaching a proactive level.

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’. 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

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