

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

**Peter Hobart  
CEO, EDN**

**DrillSafe Forum  
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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

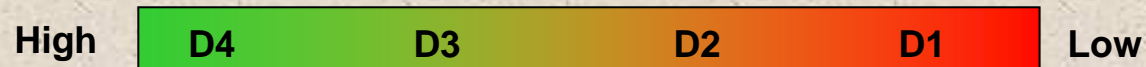
(Unable and Unwilling)

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

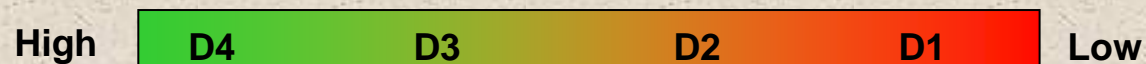
- COMMITMENT
- CONFIDENCE

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

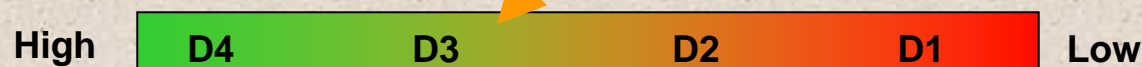
- COMMITMENT
- CONFIDENCE

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

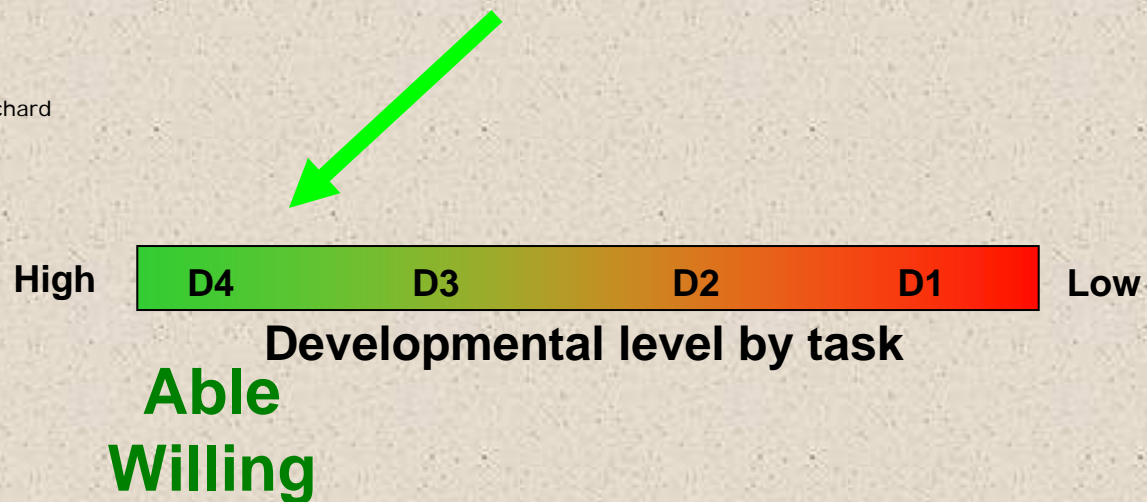
If developmental level is D4

(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

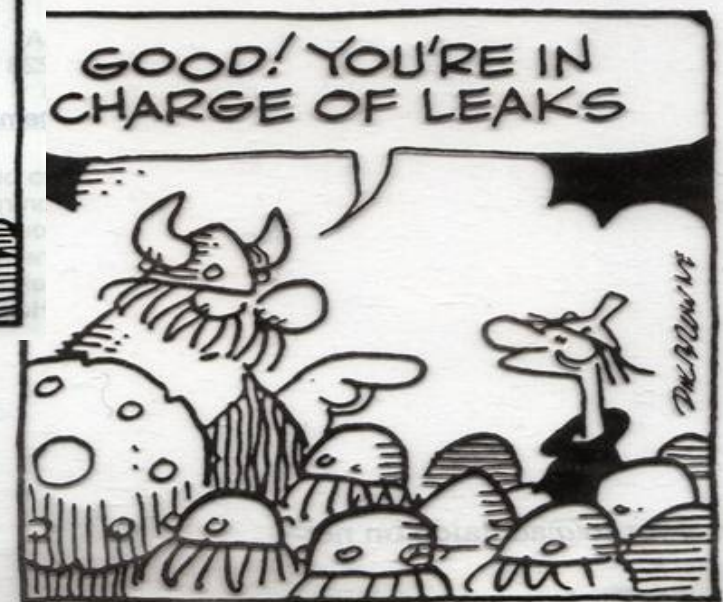
Responsibility

Commitment

Action

Results

# Winning Hearts and Minds



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