Process Safety Leadership: a program that delivers physical, emotional and intellectual challenge.

A case study with Dana Petroleum
Introducing...

Forum Interactive
Forum Interactive is a learning and development consultancy specializing in culture change, leadership development and health and safety. We use creative, interactive methods to inspire, engage and motivate people towards deeper sustainable learning and behavioural change.

The stories we devise show the relationship between business performance and the way people think, behave and communicate at work. These stories are based on evidence from industry research, incident reports and experiences from inside the client organization.

Dana Petroleum
Dana Petroleum was founded in 1994 to exploit opportunities in the UK North Sea and was acquired in 2010 by the Korea National Oil Company (KNOC), the state-run oil company that carries out energy projects on behalf of the Korean Government.

With over 18 years’ experience in the oil and gas business, the highly successful team now operates a $4 billion company with exploration and production operations in the UK, Egypt, Norway, the Netherlands and Africa.

The Dana team pride themselves on their commitment to HSSE.
Why this case study is relevant to you

It is widely recognised that effective safety leadership requires leaders to live the organisation’s core values and be effective role models.

For Dana this means leaders engage with and influence safety behaviours at all levels and across all disciplines in order to develop and maintain a sense of vulnerability and drive the company towards a robust safety culture.

This case study shows the effectiveness of a blended approach to learning in which experiential and theoretical methods are combined to develop process safety leadership. This program was put together by Forum Interactive and Mervyn Barr, a Dana contractor from Sett for Safety.

So far, 200 leaders from across business sections and global units at Dana Petroleum have gone through this two day programme. It will be showcased to KNOC, the parent company, and then adapted for delivery in global locations.
Richard Lyons, UK Operations Manager, highlights the key benefits of this Process Safety Leadership programme as:

- Powerfully connecting the theory with human emotion, engaging employees emotional as well as mental faculties
- Building respect for the intrinsic hazards of Dana’s product
- Developing understanding of and commitment to process safety
- Providing a common, foundation experience for supporting a company-wide program of cultural and behavioural development.

The combination of emotive and challenging role plays, exposure to live hydrocarbon releases and case study reviews of major disasters have a real “3D” effect on the participants.

Stuart Payne (Global Head of HR)
The Case Study: Objectives

“There is historically too much emphasis on behavioural safety across the Oil and Gas industry. We wanted to make sure that we put the right emphasis on Process safety leadership. We also wanted to raise awareness of the sections of Dana that are not seen as being directly involved in safety leadership.”

Paul Griffin (Managing director UK)

The Group Director of HSE invited the Leadership team to attend a two-day programme at the GL Noble Denton test-site at Spadeadam in Cumbria. The programme comprised a range of experiences whose purpose was to:

- Engage the emotions and intellect and deepen awareness of Process Safety Leadership in order to promote meaningful improvement in values-based interactions at all levels.
- Assert the significance of Process Safety Leadership as primary components of “The Dana Way”.
- Provide foundational training and coaching in Process Safety knowledge and management and Safety Leadership.
- Provide a common, foundational team experience for supporting a company-wide program of cultural and behavioural change.
Methodology

It was important to provide each group with a broad mix of experiential and theory based learning to create a memorable experience that would inspire and motivate leaders from across the organisation.

Outline of the programme at Spadeadam:

The programme comprised

- Experiential, drama based learning delivered by Forum Interactive
- Demonstrations of industry specific explosions and fires delivered by GL Noble Denton

Day One

Safe as Houses – written by Graham Sharrock & Tess Allen, Forum Interactive

The play ‘Safe as Houses’ condenses the findings from the US Chemical Safety Board’s Report on the BP Texas City Oil Refinery Disaster in 2005 where an explosion killed 15 workers and injured a further 170.

It provides a terse analysis of the root and contributory causes of the disaster. It captures the flawed thinking and decision-making at strategic and operational levels as exposed by two archetypal characters: Ben Complacent and Hindsight. It then explores the personal consequences for the individuals involved, their families and community.
Between the scenes the participants engage in table discussions which encourage reflection on their own Process Safety Leadership in relation to what they have seen in the play.

“The experience initially engages you with some genuinely clever, amusing satire as portrayed by Hindsight and Complacent. But the mood then darkens and it draws out the post-incident emotions of the site workers and the bereaved families ... The acting is immensely powerful throughout.”

“This is a moving and intellectually challenging experience. The pauses between each scene helps us capture and reflect on what we’ve seen and how it impacts on us, our workforce and our business.”
Hugh McClure (Group HSE Director)

‘A moment that I felt the group had been transformed was during Safe as Houses when the daughter described her feelings over the death of her parents. It connected the theory with human emotion more powerfully than a 200 page report ever could.’
Richard Lyon (UK Operations Manager)

Process Safety Leadership is then examined in more depth by Mervyn Barr, the independent consultant from Sett for Safety.

The session explores an emerging process safety culture and how it leads to:

• poor attitudes to plant manning and maintenance;
• inadequate risk assessment;
• an over-emphasis on worker behaviour strategies;
• a lack of a strategic approach;
• poor worker engagement and organisational learning; and
• an acceptance of worker fatigue.
Day Two

Embedding the Dana Values in Leadership practice.

Day two builds on the group’s engagement gained on the first day. It shows the importance of aligning the Dana Values with the style and actions of all leaders.

Forum Interactive provides an interactive session in which delegates engage with two new characters in a parallel safety leadership scenario. A driven and overbearing CEO with very little appreciation of Mindful Safety Leadership meets with a beleaguered Head of Safety who is becoming increasingly demotivated.

The facilitated session encourages the delegates to coach the characters in order to influence positive change in values, attitudes and behaviours. The audience can freeze, rewind and erase the action to explore a range of approaches and to move the action on with improved outcomes. They witness real change encouraged by trying out their own techniques inside this safe environment. If it does not work, they try something else.

“This powerfully interactive session encourages us to engage, interact and coach both characters on how best to deal with the other in the name of safety leadership. Reflection on our own styles alerts us all to the most appropriate attitudes, techniques and skills to get the best out of ourselves and our colleagues.”

Hugh McClure (Group HSE Director)

“This process is great fun in its own right but it also builds strongly on the ‘Safe As Houses’ experience which wholly supports the engagement theme.

Paul Griffin (Managing director UK)
The venue

The GL Noble Denton site at Spadeadam is located in a remote part of Cumbria and offers the capability and flexibility to carry out a wide range of testing services to the global oil and gas industry. It offers delegates the opportunity to experience real fires and real explosions in a safe environment which presents the ideal means to engage the emotion of fear and sense of vulnerability and promote a deep awareness of and respect for the intrinsic hazards of their product.

‘One moment that had a particular impact on me was during the detonation of a “BBQ cylinder” quantity of gas in a “garage” sized volume, and the mental extrapolation of that entirely plausible domestic scenario to the industrial quantities my facilities handle.’

Richard Lyon (UK Operations Manager)
Outcomes and benefits

Impact 1 – reinforcing the value of health and safety

‘The programme sets a high target and now everybody has a single reference and a will and deep commitment to achieve a significant shared ambition.’
Hugh McClure (Group HSE Director)

Impact 2 – building a sustainable reference point across the business

‘The programme engaged our emotions and it acts as an anchor and compass point for discussions: “Remember at Spadeadam we said…”’
‘It builds a network and reduces barriers between regional centres. It should be made available to as many Dana and key contractor staff as possible. It is as applicable to back office staff as it is to front line.’
Richard Lyon (UK Operations Manager)

“It will help us create champions in Dana and take the message to a wider audience”
Paul Griffin (Managing director UK)

The Process Safety Leadership event held at Spadeadam is the most personally impactful programme I have ever attended. The quality of the writing and acting from Forum Interactive plays a significant role in pushing everyone at the event to the edge of their own comfort zone, forcing all of them to really address the messages, challenges and warnings around the risks that exist in the Oil & Gas industry, and the role that they as leaders must play in helping ensure safe, reliable operations in all our facilities.”
Stuart Payne (Global Head of HR)

“We all came away with an increased awareness of our role in driving the right safety behaviours across the organisation.”
Marcus Richards (CEO)
Contact us

If you'd like more information then please get in contact with:

Tess Allen

++ 44 (0) 7920 207732
tess@foruminteractive.co.uk
www.foruminteractive.co.uk