



**Norman Lloyd -  
Shell**

BEHAVIOURAL SAFETY USER CONFERENCE 2003

Hello Ladies and Gentlemen. My name is Norman Lloyd and I would like to tell you about the Fish philosophy and 'No Boundaries' that we are engaged in on Shell Brent.

I am a contractor for Shell, and God forbid if you ever allow a contractor to influence corporate strategy on safety behaviours. I think that is indicative of how far we have come that you as a contractor are allowed to step right into the arena and be an agent of change in the whole of the corporate image.

The Fish philosophy started in the year 2000. I was working at the Brent depot at the time. We probably had the best procedures, permits, processes, and highly skilled workforce. We had stock, we had risk assessment - we had everything. Yet we were still hurting 72 people a year with work related injuries.

We sat back as a management team and said enough is enough, what the hell is going on in this place? We came to the conclusion that permits and procedures were just not enough if we wanted to achieve greatness, you really have to engage the hearts and minds of the people. We thought we needed some kind of a catalyst to get us going. We went onto a behavioural safety away day, which to be honest was old hat to us; we had seen it all before. But what was key to it all was that they showed 2 videos. One was called Fish, and one was called Fishsticks. Nothing to do with the industry, it was a fish market in Seattle. But these people were displaying all the behaviours, attitude, teamwork and commitment we were looking for. So we thought, "that will do us and it will be the catalyst to allow us to move forward".

We introduced a Fish philosophy to Brent, and the results were outstanding. We went from a T.R.C.F. in excess of 13, to down to 4. We went months without a visit to the medic. We went 218 days continuous production, and that had never been heard of before. We were 14% above our oil targets. Tremendous! We thought 'this is it'. We came to the last behavioural safety conference and told everybody how great we were.

Then we found out how great we were because we found out you can't sustain safety. We didn't re-energise it. We got there and thought we had done the job. We were in the papers, we got some publicity, and I think we revelled in our own glory in essence. We transferred some of the key members of management to other platforms to try and instil the behaviour elsewhere, and soon found out you just cannot do that. Others have got to generate their own. You can't put somebody in to generate something from somewhere else.

So this year we took stock of where we were. We regrouped, said we would have a bigger game worth playing, this was the Brent Field, and all the platforms would work towards the new vision, called 'No Boundaries'. The same philosophy, but headed by more champions, and we would instil it across the business.

That was our intention, and we set up in July and August to do that. We had a bad hiccup along the way. Unfortunately we had 2 fatalities in the Brent Field, and it just goes to show, you just cannot take your finger off that button.

But we are coming back. You want to know you can get there. You can. But just as rapidly you can think that once you've got it, you've got it made. You have to deliberately get up every single day and recreate the fact you want to behave in that manner. It's a 365-day operation, 24/7, with no days off. Because the day that you have off is the day you will have the incident.

So I would like to introduce the 'Fish' philosophy. There's a 5 minute video that will give you the time to sit back and enjoy the video.

(What follows is an inspirational video about a fish market based in Seattle, with the philosophy throughout the company of 'Being There' & 'Choosing your Attitude' and "who you are, and why you're doing what you're doing, who are you going to be, and who are you being while you're doing it". The video is marketed by Video Arts in the UK)

That was an excerpt from one of the two videos, to try and give you an example. Certainly this one talks about visions.

Fish... No Boundaries. What's that got to do with business greatness and me? I think the answer is nothing. It's never going to change your business, it's never going to do anything. But what it has got to do with is engaging the people, and the people will change the business. And a key part of the business is safety, but you cannot just say '&lets do it on safety' because it doesn't work. It's 'let's change the whole culture and the behaviours' and safety being a part of the business just naturally comes with it.

### **What it is?**

It's a different way of life. There are 7 behaviours across the two videos. You can change your perception at both work and home. My wife keeps on liking bits of the Fish philosophy when it suits her.

It's a set of beliefs, which allows a community to effect a powerful vision of possibility.

It's old wisdom. I am bringing nothing new to the table here. The talkers before and the people talking after me will be talking about culture and good habits and processes. You just have to remember that no matter what is going on you can make a positive difference simply by '&Being it'. I will tell you what being it is later on.

It's an invitation to a clearing, which is basically a place that has no baggage, and no history, and you step into it just to make a difference. You can make this difference both individually and collectively.

### **What it isn't?**

It's not prescriptive.

It's not a program that can be imposed or mandated.

It's not a bandage to cover other problems.

It's not a replacement for strategies, process, governance and experience.

It's not a guarantee against change, redundancies or other realities in a shifting global environment.

It's certainly not a reason to forego rigour, accountability and responsibility, because it talks about fun, but fun within the guidelines of a sensibility,

And it's certainly not a Brent thing.

One of the elements is play. It's about having a community spirit that empowers people to thrive. Having some fun! You can see from the video that life's too short to spend frowning.

**'Be There'** is about being totally focused on the people or the task at hand. It's like when you are on the phone to somebody and you can hear them tapping away on the computer or talking to someone else, and you think 'who the hell are you being at the moment? You phone me up wanting my time...' And it's about it if you have an open door policy you have probably got a closed door policy as well, and it's about when people come to talk to you, no is ok, but when you say you are going to give them the time, give them the time. Sit there, take the phone off the hook and give them the time they are entitled to, let them see you really are listening and you are really responding to them

**'Make their day'** It's just about doing something really little. The previous speaker was talking about acknowledgement in the workplace. That's making somebody's day. The observations are not about '&you have done this wrong' there about "thank you for doing that correctly". And it is key to the whole process, because if you want to really sicken somebody all day, sit them down about 7 am and they will really put that attitude on everybody else all day. If you step on them at 7am they will go and step their attitude on other people and at the end of it all you will get a nice little bundle of really sickened people, and you will get nowhere with them. So if

you do nothing else, concentrate on the ship's cross, so everybody's up for it, and there is no negative conversation.

**'Choose your attitude'** If we talk about offshore, I have never seen anybody dragged off a helicopter screaming and shouting. They all go off to their might be 3 wives, 10 children and 3 holiday homes or whatever reason they are there, those people get on that helicopter, same as the people who walk in your factory gates, they have chosen to be there. So the least we can expect them to do is to have an attitude positive to work.

**'Be it'** It's a simple thing really. It's about designing the ideal person you would like to work with in your head and then simply be that person. And if you're not being that person, who the hell are you being? Because I didn't design him. Nobody in this room designed him. You don't say to someone "I think your doing that job wrong", you could ask them the question "who are you being at the moment?" and let them tell you. It's a lot easier to get people to buy into it that way.

**'Commit'** Commit to your grand vision, feel part of it, and be it. Our vision is 'great people accept no boundaries to business greatness'. No boundary doesn't mean there are no diligence around it. Lots of people, I bet about 50% of the people in here, do not know what their company's vision is. And if you don't know what the hell your companies' vision is how can you deliver it?

**'Coach it'** I think that's been the main topic of all the things we've discussed this morning. Giving each other feedback about what you've observed. To do that, you have to let go of your ego's. Encourage free flow of ideas across all positions and rank. We're talking about 360-degree feedback. It should be a daily thing. You should be able to go to people and say, "I have observed this". You've got to demonstrate a consistent message and behaviour of 'World Class Safe and Fun'. But like I said earlier you've got to do it every single day, because you can't live in a world where you think your doing well.

**'No Negative Comments'** Only complaining to someone who can do something about it. No gossiping and people complaining and saying "nobody does anything about it". Well if you're not even telling the person who can do something about it in the first place. The conversation should be around 'what can I do about this problem?' rather than 'you have a problem'. I think the key to all the things is to ask the people 'what would your conversation be if you owned the business?' Now I suggest it would be slightly different if they owned the business.

Thank you very much.

## Questions

"A safety and engineering colleague of mine said at his faculty people were so focused on behaviours they were not devoting sufficient attention to focusing on good safety engineering, and I know on the Bravo fatalities there was a temporary patch on hunting them down, and I just wondered what type of impact that has on what your doing in trying to regenerate the interest, when in effect you have had two families that will never be the same again, and let alone the morale on the platform. How did you manage that?"

You can start from the fact that first you have to come back to due diligence and get back into the processes and procedures, irrespective of the behaviours, you have to make sure nothing is broken down in that sense. What we had done is waited what we considered to be a reasonable time and started to get back into the behaviours. I think the biggest problem we have with the Bravo at the moment is we have to have the H.S.E. investigation behind us, because we do not believe people can take ownership of the problem while they're still on the investigation. Once we get the whole investigation behind us then they will own the problem, because at the moment nobody wants to go near it if the H.S.E is investigating it. It's all about 'lets get it all behind us', then the whole platform can take ownership of what actually happened on the Bravo, and accept the ownership and responsibility, and then we can all move forward.