



Developing Opportunities Through Collaboration

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- **Exam Question:**
- Who takes the first step?
- **Connected Competence**
- **Project Collaboration**
 - Toolkit
 - Pilot Projects



- **Collaborate to become competitive – Sir Ian Wood 2014**
 - Increased control and competition at a business and project level do not guarantee competitiveness of UKCS
 - Positive examples of collaborative behaviour leading to project success
- **ECITB Project Management Conference – Nov 2015**
 - Collaboration for Efficiency and Cost Reduction
 - Collaboration Workshop feedback
- **Stop Competing on Competence**
 - Adding unnecessary complexity into competence requirements
 - Offshore workers jumping through unnecessary hoops
 - Training for the benefit of the training providers
- **Supply Chain Leading the Way**

- Standardisation of Technical Qualifications and Assessment
- Industry come together to:
 - Agree
 - Simplify
 - Identify
 - Deliver
- Benefits
 - Company – reduced time and duplication
 - Client – improved visibility and transferability
 - Individual – Reduced travelling, course attendance greater transferability
 - Industry – improved technical capability, performance and safety
- Launched June 2017
 - >1200 knowledge profiling tests
 - >330 technical tests

- Easy words – difficult deeds
- Where's the business case to change behaviours?
- What is collaboration?
 - Co-operate or collaborate?
- Can we really expect competitors to trust each other?

Offshore PM Steering Group

- Formed early 2014 following feedback from 2013 PM conference
- Focus on Values & Behaviours
- Achievements include:
 - WebinEYE PM series
 - PM microsite
 - Mentoring pilot and programme
 - APM Registered Project Professional (RPP)
 - 2015 PM conference
 - Collaboration toolkit
 - Challenge and Change Behavioural Masterclass

Collaboration

A group of diverse people, including men and women of various ethnicities, are shown from the chest up, looking upwards and smiling broadly. They are arranged in a circle, creating a sense of unity and teamwork. The background is a soft, light blue gradient.

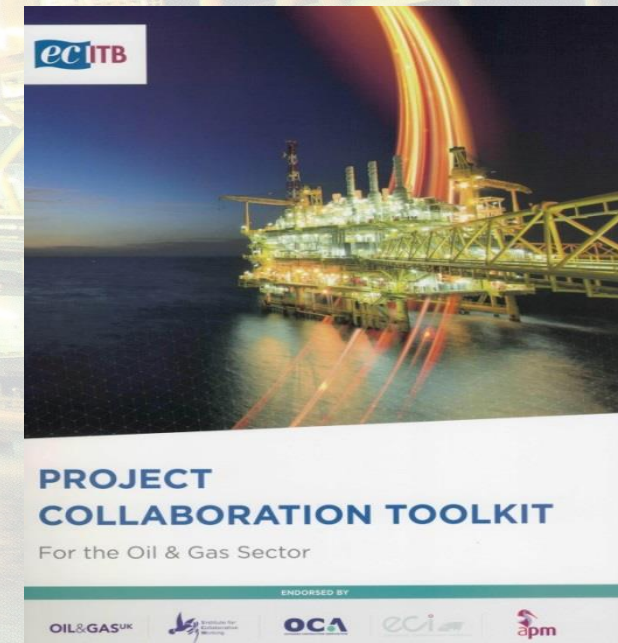
- The best people
- Delivering the right work
- With appropriate risk and reward
- Solving issues together
- Focussing on the end outcomes
- With an aligned contract
- Its all about people, attitudes and behaviours

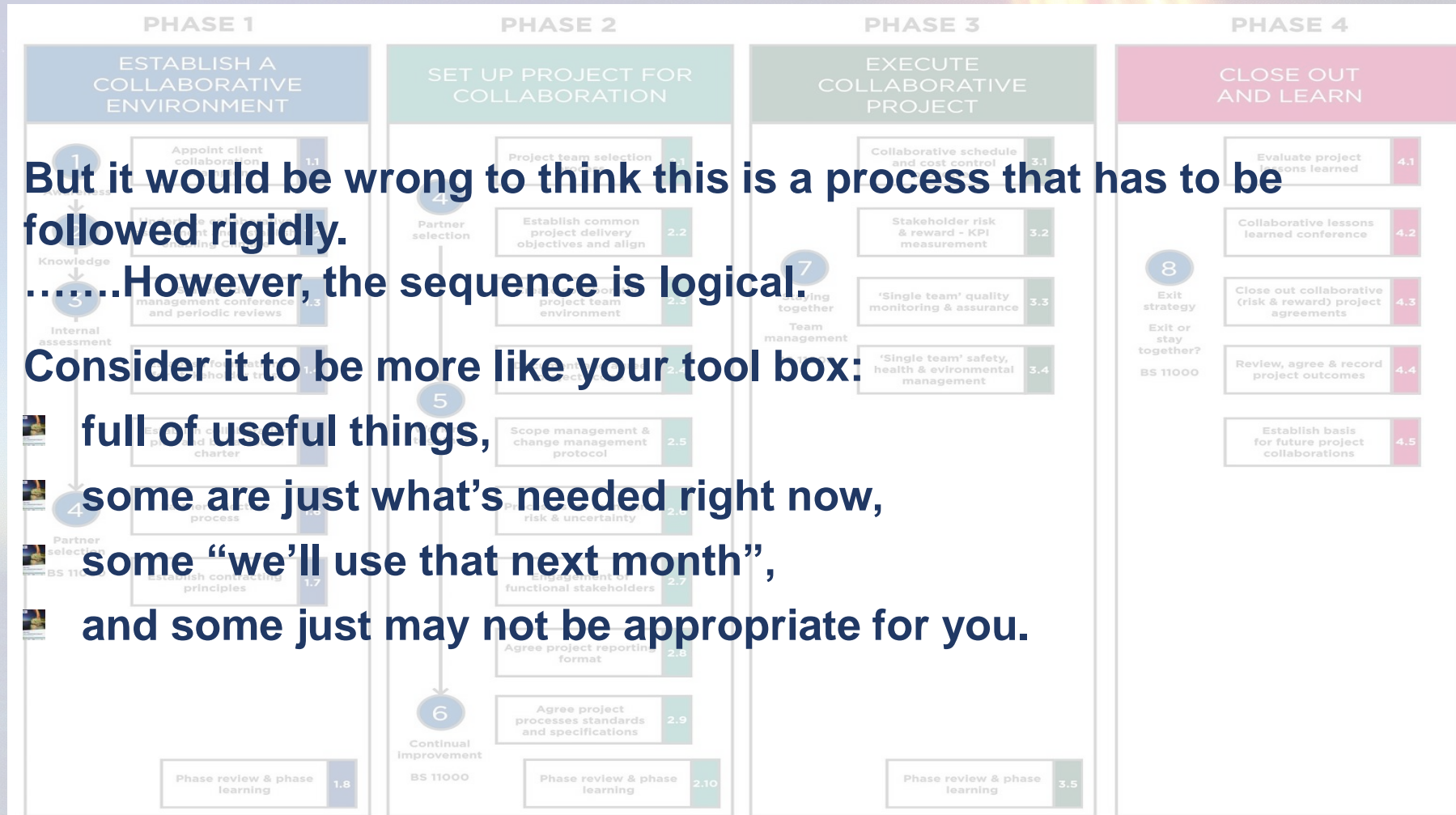
The 2015 ECITB PM Conference showed there was an
**‘overwhelming endorsement for a
better approach to project collaboration’**

In 2016 the ECITB launched the ‘PCT’

Project Collaboration Toolkit

It’s designed to provide an easy to use ‘go to’
guide to support project collaboration
from inception through to close-out.





But it would be wrong to think this is a process that has to be followed rigidly.

.....However, the sequence is logical.

Consider it to be more like your tool box:
 full of useful things,
 some are just what's needed right now,
 some "we'll use that next month",
 and some just may not be appropriate for you.



Major refinery complex: Asset reliability programme – a data management project

Subsea tie-backs: Subsea project scope

Major offshore platform: Decommissioning and topsides removal project

Production: Concentric gas lift flowline project

UKCS major field: Second phase development project

Multiple offshore asset rejuvenation programme (outside UKCS)

Onshore gas terminal: Brownfield projects and modifications programme

Nuclear: Replacement of ageing Cryogenic Nitrogen Plant

You can't mandate collaboration.....

Communication, coordination and cooperation together may NOT, on their own, deliver collaboration.

Collaboration is a state of being which produces a culture of 'one team, one vision, one project'.

It is founded on trust, honesty and openness and includes a 'no blame' approach to work and learning.

It's an organic process dependent on TRUST



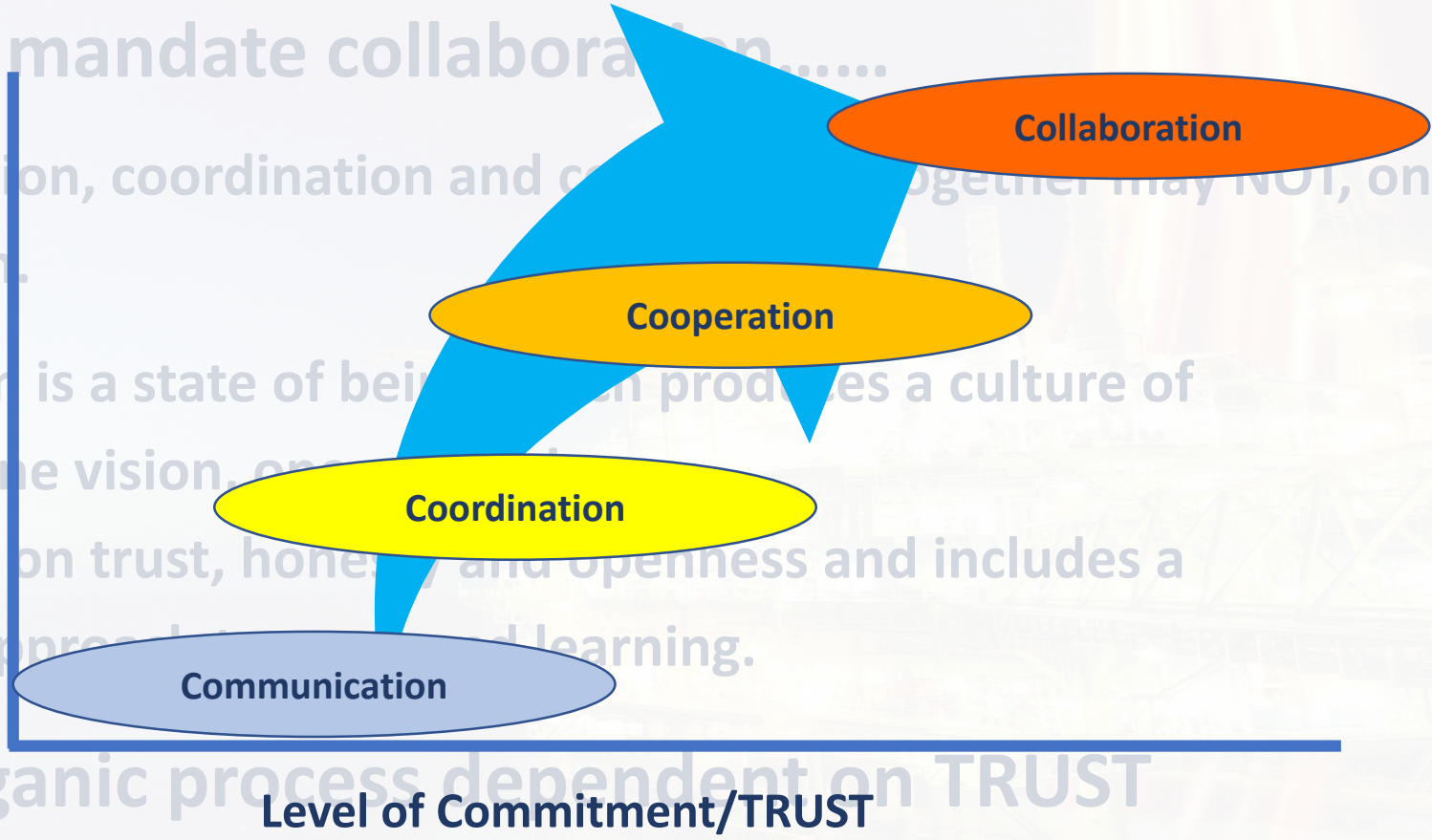
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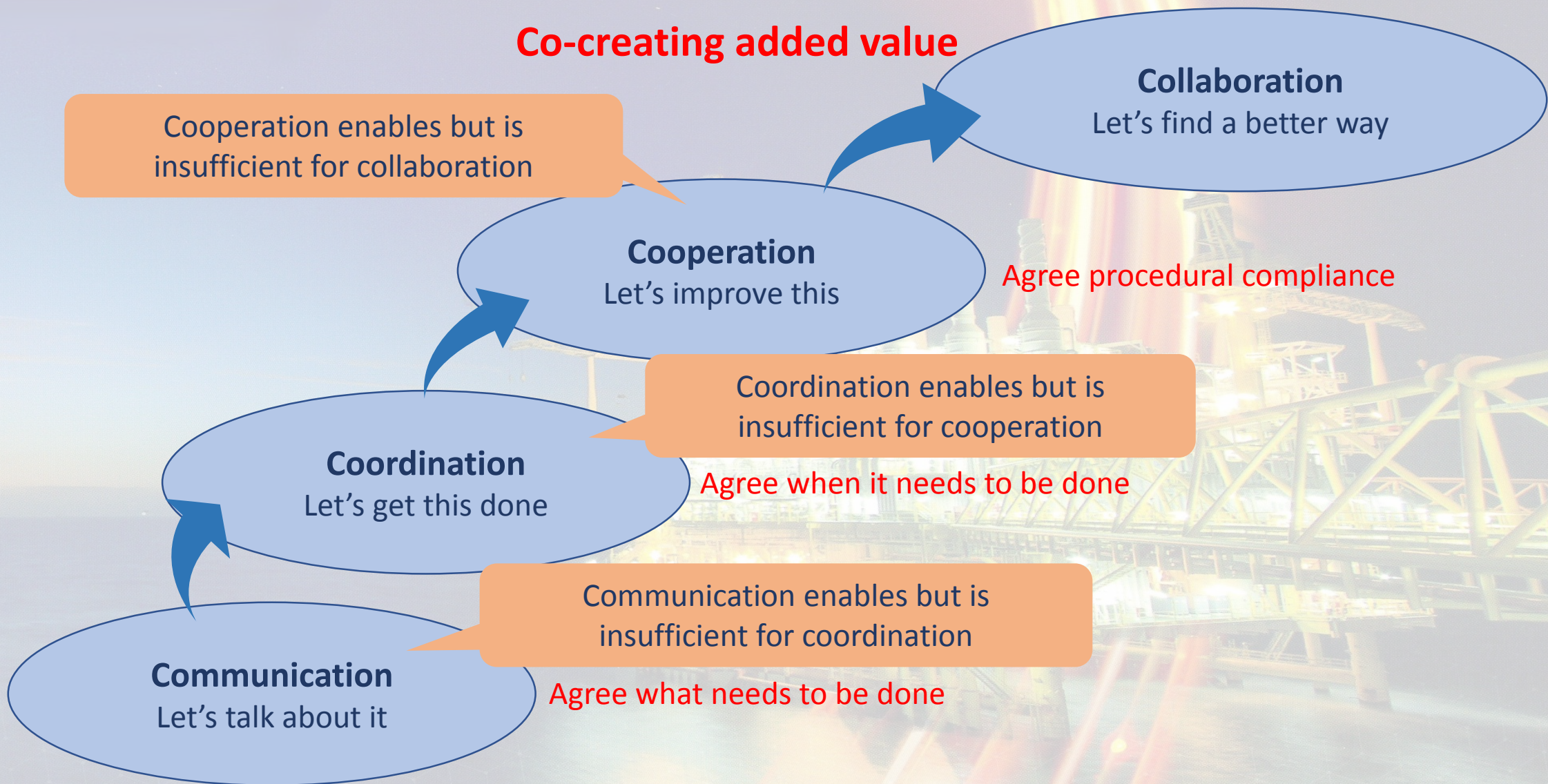
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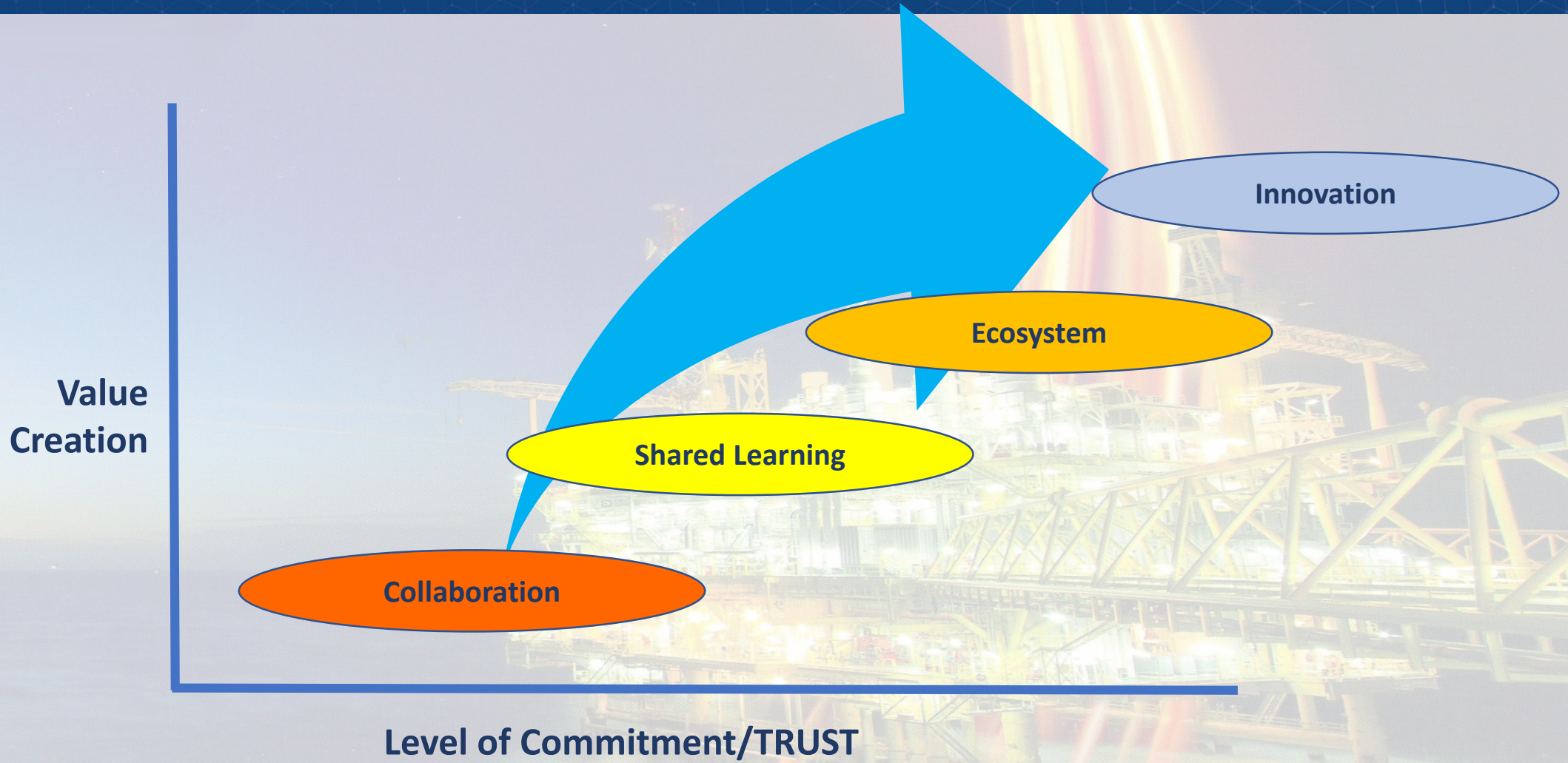
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'The right organisation helps to reduce cost through improved execution, efficiency and delivery'

OIL&GAS^{UK}

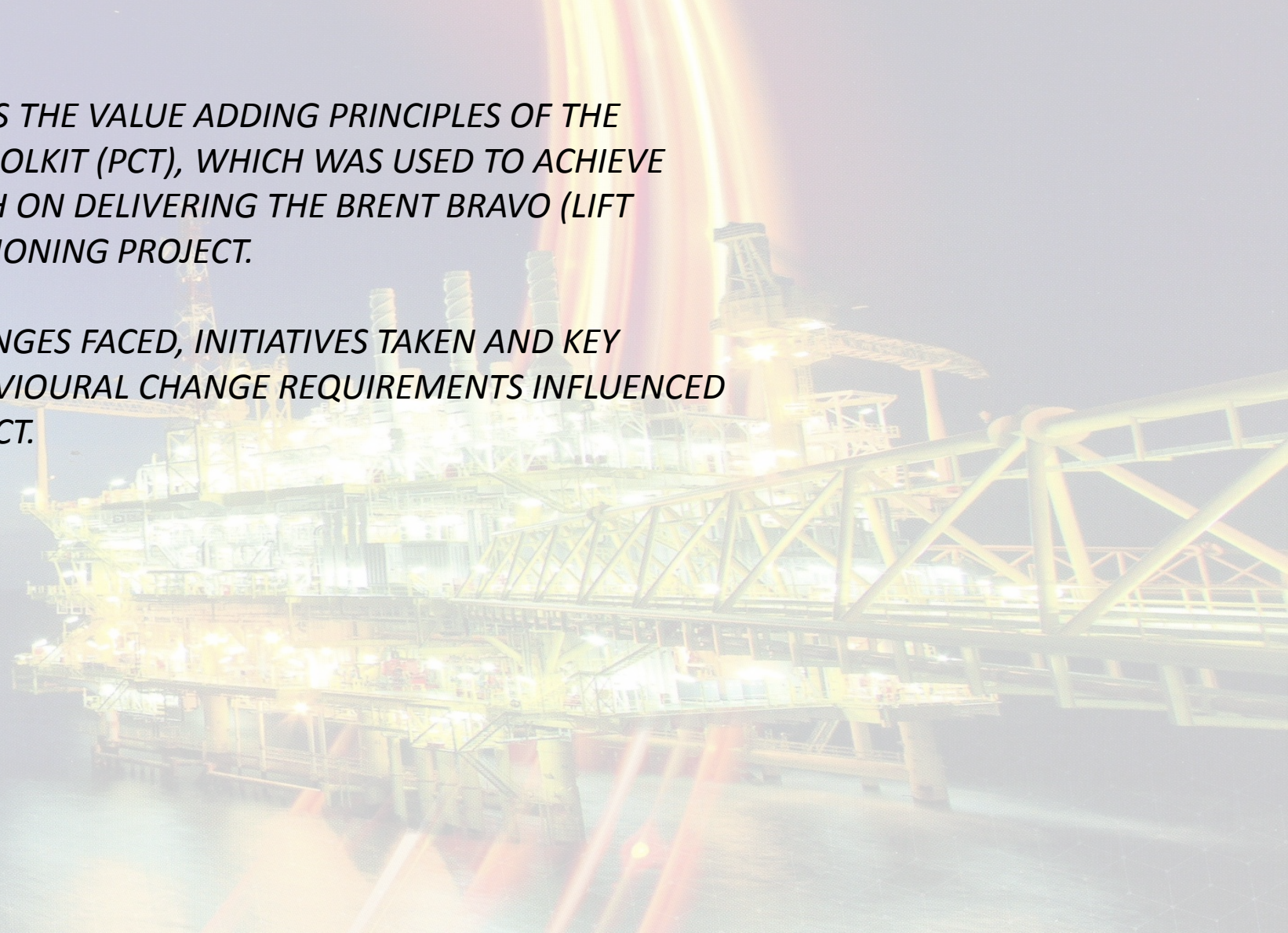
-  Leadership & management commitment
-  Strong team:
 - Hand picked
 - Empowered
 - Right sized
-  Agile – adaptive and responsive as demand changes
-  Focused on outcomes
-  One location – One organisation – One team
-  One Plan – One report – One way of working
-  Open & continuous communications save money
-  Engineering and business controls in support roles
-  Project Behavioural & Safety Charters matter

} One source
of Truth

THIS CASE STUDY HIGHLIGHTS THE VALUE ADDING PRINCIPLES OF THE PROJECT COLLABORATION TOOLKIT (PCT), WHICH WAS USED TO ACHIEVE A COLLABORATIVE APPROACH ON DELIVERING THE BRENT BRAVO (LIFT PREPARATIONS) DECOMMISSIONING PROJECT.

IT SUMMARISES THE CHALLENGES FACED, INITIATIVES TAKEN AND KEY ORGANISATIONAL AND BEHAVIOURAL CHANGE REQUIREMENTS INFLUENCED THROUGH THE USE OF THE PCT.

[Case Study](#)

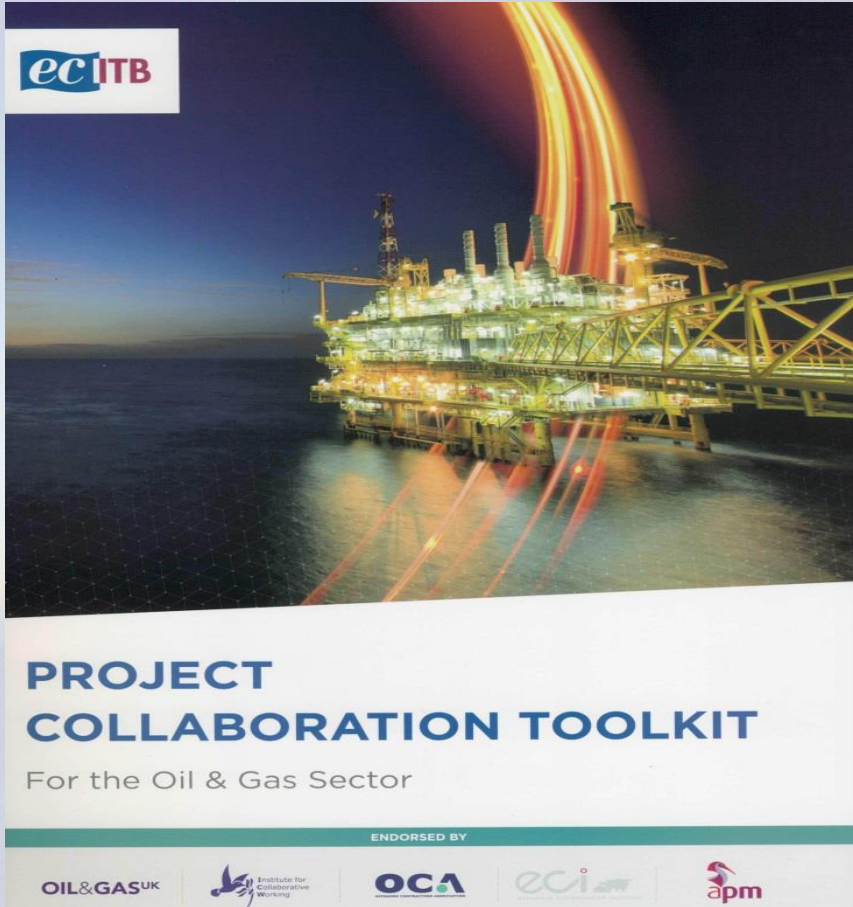


**Collaboration isn't a buzzword or a fad;
it's an essential part of how we need to operate
in today's challenging business environment.**

**The reality is true collaboration is hard –
it doesn't mean compromise or consensus seeking.**

It is reliant on trust and belief in the goal.

Lyn Power CEO J Walter Thompson



Take the first steps