



Presenting:

**Quest for World Class DA & DQ:
Sustaining Positive Change
by Len Falsone**

DAAG Conference 2017

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Quest for World Class DA & DQ: Sustaining Positive Change

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Outline

Quest for World Class DA & DQ: Sustaining Positive Change

A Case Study: Shell's Journey

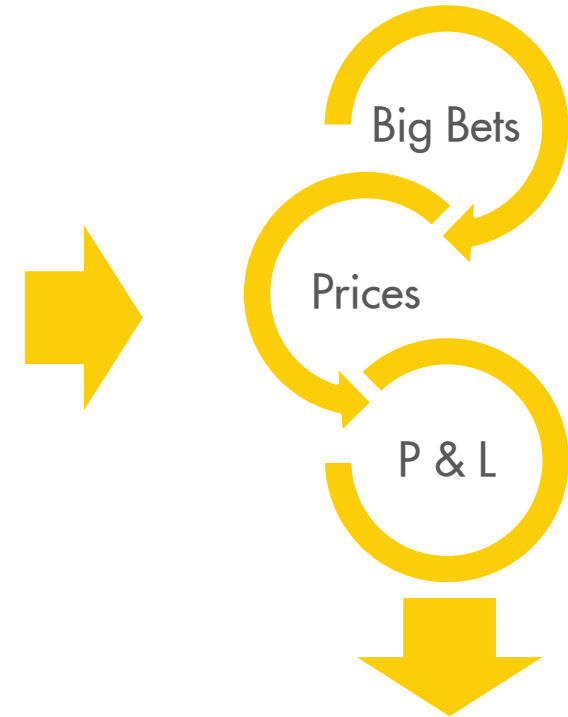
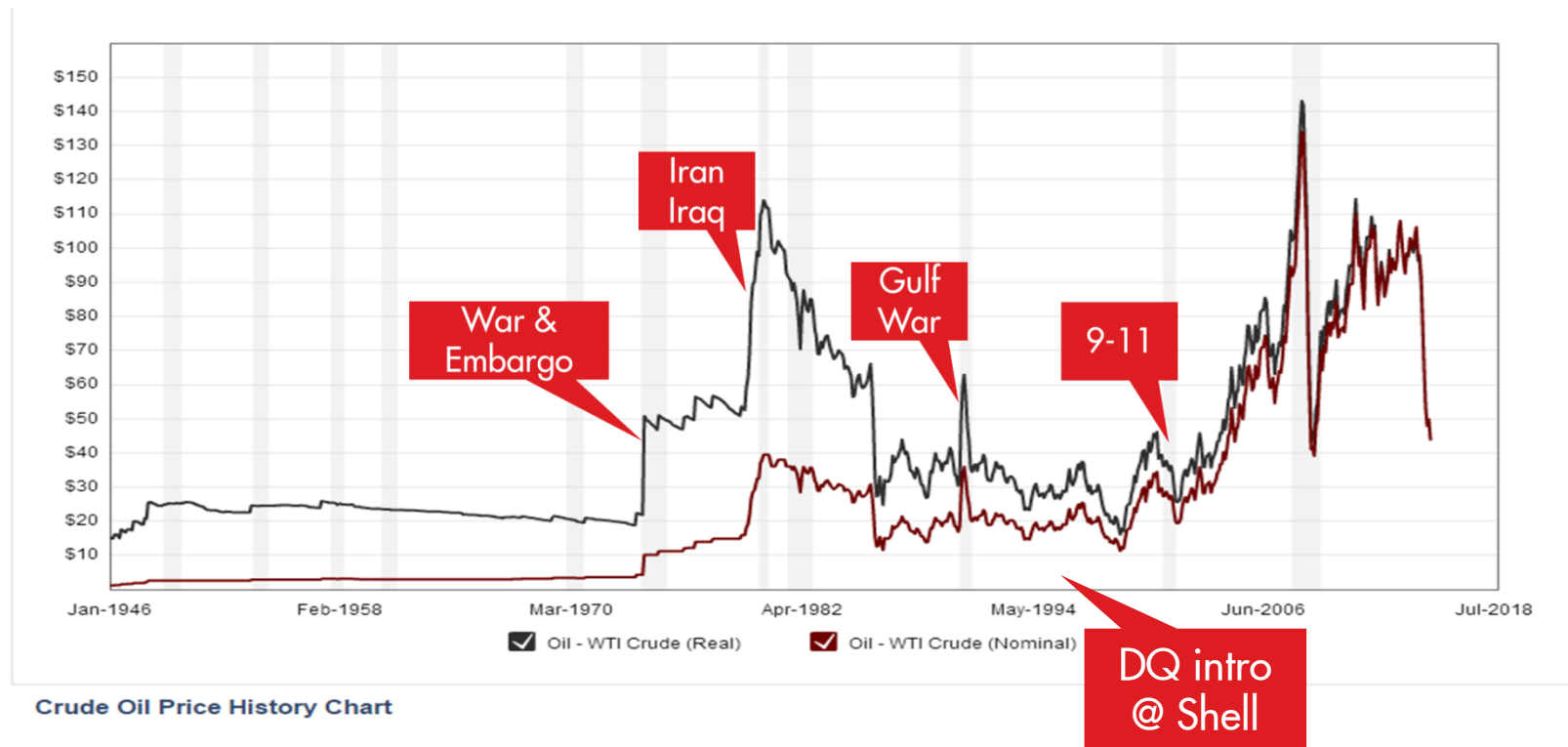
- Some history that greatly impacts our culture
- Environmental Prompts, Key Changes that followed
- Examples of how we Sustain The Change (Coaching & Knowledge Transfer)
- Lessons that you may find useful

N.B.:

- Many DPs in Shell; one of our largest DA groups is called "Petroleum Economists" or "Economist". I will use DA and Economists interchangeably.
- Economists interact with all groups and levels of RDS, and use input generated by "Energy Market Analysts", where real (macro) economists sit.



The Environment: Top Line Uncertainty Yields Varied Models & Culture



Impacts our Culture: (Beliefs, Attitude, Behaviors, Practices):

- Documented General Business Principles, Analytical & Technical top to bottom, Outcomes Are Uncertain, Process Oriented, Value Driven, Project Mentality
 - But no control of Prices, often drifts us to include a Production Focus
- A seed was planted that could bear fruit...some tribes tried to cultivate it**

Living by our principles

A commitment to contribute to sustainable development is in our Business Principles

“Long-term profitability is essential...”

“...balancing short- and long-term interests...”

“...integrating economic, environmental and social considerations into business decision-making...”

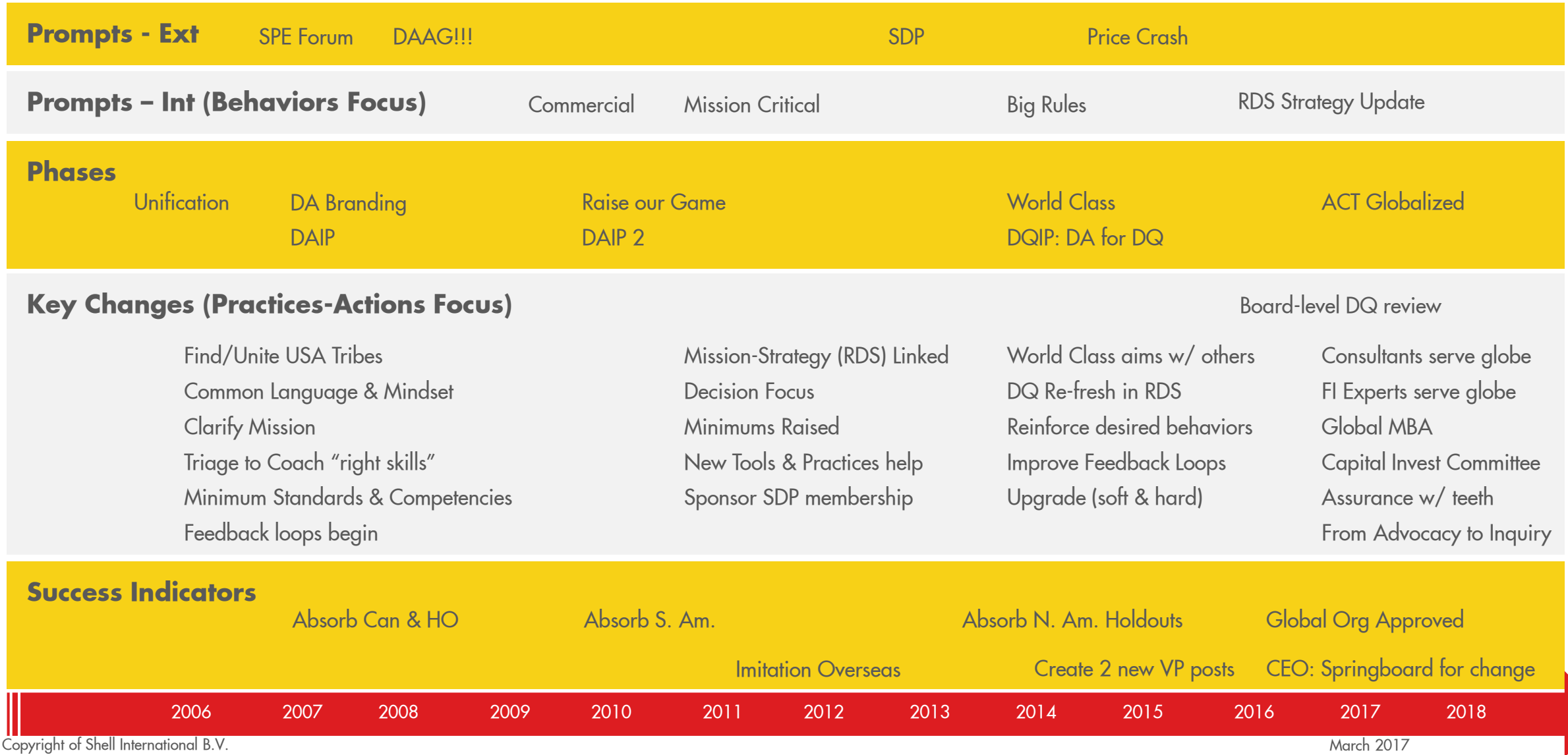


“...reduce the environmental impact of our operations, products and services...”

“...be good neighbours...manage the social impacts of our activities...enhance benefits to local communities...”

“...regular dialogue and engagement with our stakeholders are essential...”

A Better Way – Evolution of DA & DQ at Shell



Sustaining the Change: Knowledge Transfer & Coaching

Structure/Collaboration



2006 Unification: Find and Unite tribes of practitioners; clarify mission; Engage to rally the troops



Interlocked Leadership Teams joined at top (EDLT) while experimenting, sharing, and driving local efforts



Staff dedicated to improve capabilities early; Later Switch to DQ focus for clients/business

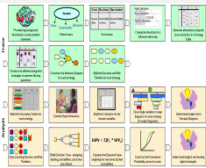


A single team for Economics Excellence; PE & SME structure; single portal for KM;

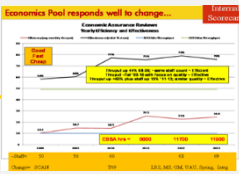


Networks of colleagues develop fit for purpose tools & practices; organized for easy access

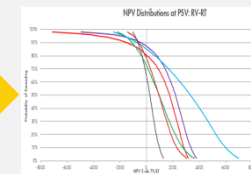
Practices & Tools



Common Framing, Evaluation and Assurance processes early; ties to other Shell DP deliberately



Scorecards, Logs, Competitions to drive practices, share lessons, embed multiple feedback loops



RUB (2011 DAAG) as significant new tool practices to bring insight and clarity; 2017 globally required



CEO creates "Springboard for Change"; new groups, practices with focus on behaviors to drive DQ



Self-help tools enhance supervisor & staff engage on soft/hard skills (e.g. IDP, SAT, eBRAT, 7 Threads)



Some Lessons Learned

- Know your Situation – culture, support, resources
- Balance Idealism & Realism, based on above
- Check the Environment & Adjust Course
- Change what you can
- Introduce bite-size pieces
- Drive behaviors as soon as possible
- Show the way, don't just preach
- Coach, coach, change
- Engage all Levels; Share the Vision
- Explain the Incentives for different stakeholders
- Gain Influence, Gather Followers, Plant Seeds





Q&A



