



GOM Engagement

*Leadership Behaviors Drive
Incident Free Operations*

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Incident Free Operations (IFO)

... is not a *"priority"* at Chevron ...

... it is a core *"value"*

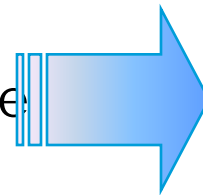


Chevron's global work force is dedicated to the belief that all incidents are preventable and a zero-incidents goal is attainable. When it comes to achieving world-class health and safety performance, there's no room for compromise at Chevron. It's not about statistics; it's about people not getting hurt.

Takeaways

Achieving incident free operations (IFO) is a journey

Leadership behaviors drive IFO results



- **Nothing changes until behaviors change.**

3. As a leader you have the responsibility to make the right choice



Leadership

One difference between high performance and business as usual around IFO is how a Leader behaves

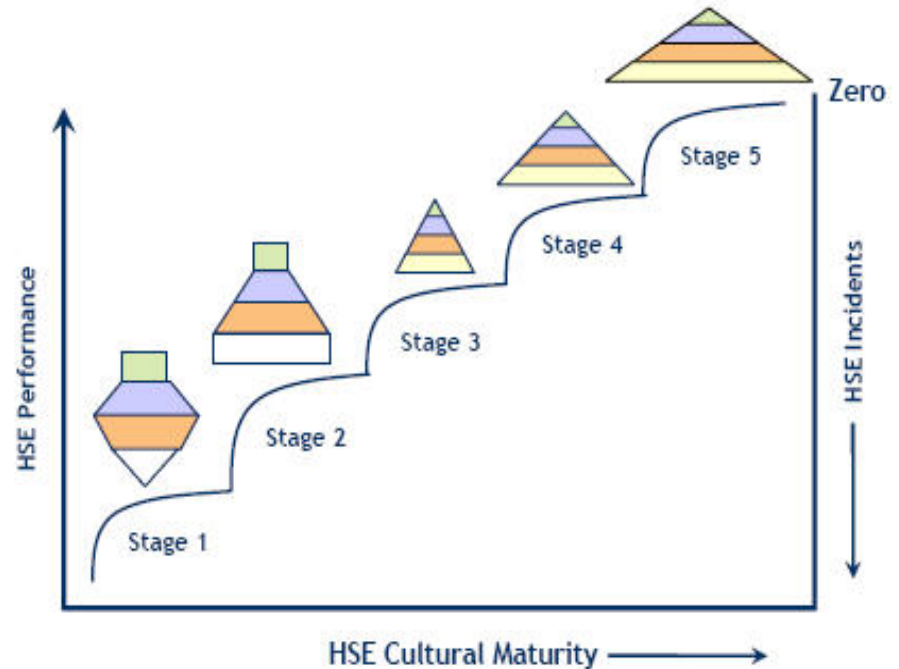
Leaders need to create an environment where people believe in IFO, goals of the organization and are willing to go beyond their job descriptions to reach them.

To be effective—to achieve superior, sustainable results—Leaders must be willing and able to change behavior, starting with their own.

Achieving (IFO) is a Journey

- Stage 1: Minimal compliance
- Stage 2: Recognizing IFO is possible
- Stage 3: Trust and engagement are increasing, value of IFO is well established particularly with the leaders
- Stage 4: Most of workforce are fully engaged and committed to IFO
- Stage 5: Entire workforce is fully engaged and committed to IFO and sustain performance

Behavior of Leaders either Advances or Impedes



Leaders establish objectives and metrics

Leaders participate in the management system process

Leaders visibly demonstrate involvement and commitment

Leaders demonstrate that IFO is a core value and show care and concern

Commitment requires maturity

Leaders understanding of the maturity of your workforce culture enables you to map the journey

Not everybody is at the same level

Maturity is gained through personal experience

Leaders need to progress their organization through each maturity stage to complete the IFO Journey

Working the base of the pyramid

If You see it...You own it

Intervening at the Base of the Pyramid



Processes targeting base

- Training
- Leading indicators
- Behavioral Safety
- Early Injury Management
- Planned field trips

Challenges targeting the base

- High turnover / Increased activity
- Hazard Recognition
- Not following established processes and or policies
- Complacency

Avoiding Mixed Messages

Safety a Priority or a Core Value?

In a world of conflicting priorities and changing demands, we shift or trade priorities hour by hour, day by day

Leaders should avoid placing the workforce in a position of balancing other priorities with the value of safety?

In a mature IFO culture, Leaders lead from the perspective of safety as a value, not a priority

Avoiding Mixed Messages

Leaders' must use their words with great measure because they carry great weight—to avoid sending mixed messages we should:

Be consistent when time pressures could drive us to do otherwise (e.g., Take as long as necessary to do the job safely regardless of the schedule, time of day, or lost production)

Honor our safe work processes Always align our messages with the tenets



“Statistics are just people without the tears”

**I didn't want to seem a fool,
Or argue over a safety rule.
I knew he'd done the job before,
If I called it wrong, he might get
sore.**

**The chances didn't seem that bad,
I've done the same, He knew I had.
So I shook my head and walked on
by,
He knew the risks as well as I.
He took the chance, I closed my
eye,
And with that act, I let him die.
I could have saved a life that day,
But I chose to look the other way.**

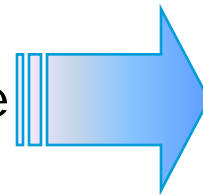
**Now every time I see his wife,
I'll know, I could have saved his life.
That guilt is something I must bear,
But it isn't something you need
share.**

**If you see a risk that others take,
That puts their health or life at
stake.
The question asked, or thing you
say,
Could help them live another day.
If you see a risk and walk away,
Then hope you never have to say,
I could have saved a life that day,
But I chose to look the other way.**

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