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LEADERSHIP & TEAM DYNAMICS in OIL & GAS

7 – 9 December 2009, Kuala Lumpur, Malaysia



Expert Faculty

- **David Powell**

Career spanning over 20 years in BP, Amoco & AGL. Qualified chemical engineer and author of *Spirit Intelligence™*



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LEADERSHIP & TEAM DYNAMICS IN OIL & GAS

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Overcome your challenges in leadership and team management in the Oil & Gas business!

Do you face the following challenges in your work?

- Creating a team with the various stakeholder representatives. Different agendas and expectations can divide the parties involved; they can see themselves as 'us' and 'them' rather than 'we'
- Developing a sense of shared purpose and an agreed future project success vision. These are the first steps to delivering your project on time and on budget.
- Overcoming the difficulties caused by individuals, with diverse personalities and cultural backgrounds, who need to be understood and motivated to perform at their best as a team. It can be particularly challenging to work with staff from different companies or in remote locations.
- Developing strength and determination in your project team, especially when under pressure and facing big challenges. Common issues such as lack of empowerment, lack of trust, 'partner drag' and alienation of non-operator partners can undermine the partnership team and eventually the whole venture.

This uniquely designed 3 day training course will help you overcome the challenges that you face, enabling you to optimise your success strategies.

Day 1 & 2 (7 & 8 December 2009) are designed for team leaders, supervisors or managers working in a team based environment, whether you work for an operator company or for non-operator partners. Day 3 (9 December 2009) is separately bookable, and is specifically designed for those who lead teams in Joint Ventures or Partnerships.

We strongly recommend that you consider attending all 3 days to maximise your skills enhancement as JVs and Partnerships will become more common and present a new dimension of management and leadership challenges.

Who Should Attend?

Anyone involved in a leading a business unit or a project team can attend. It covers relationships with host governments, contractors, suppliers and local communities which constitute critical alliances for the development of a project.

This course is essential for team leaders, supervisors or managers from the following functions

- ☞ Project management engineers from various technical disciplines
- ☞ Ad-hoc or special project team leaders in legal, technical & financial disciplines
- ☞ Country managers or business development officers of contractors
- ☞ JV management executives or officers
- ☞ Government officials or industry liaison officers
- ☞ Procurement or contracts executives or officers

Here is a summary of your learning outcome, by attending this unique training course, specifically tailored for the Oil & Gas industry:

- Enhance your personal effectiveness and decision making
- Learn how to build your influencing capability
- Inspire enthusiasm, motivation and commitment
- Communicate effectively across a multi-cultural team
- Nurture your relationships and strengthen your team
- Develop an empowering partnership team culture

Learn more about our Strategic Learning Solutions for Oil & Gas
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Course Outline - 7 & 8 December 2009

Optimising your contribution effectiveness

- Leadership vs management
 - o What are the critical differences
 - o What needs to be done, when and by whom
- Engender team members' enthusiasm, motivation and commitment
- What are the challenges of reaching team agreement
- Help your team members influence their own organisations
- Significantly improve your contribution effectiveness
- Use assertion
- Effectively speak up and express your views
- Be heard and exercise influence when you are minority, non-operator or onlooker partner

Delivering project success

- What are the fundamentals to ensuring your project succeeds
 - o Get clear, agreed and resourced plans of action
- Define clear project goals so failure is not an option
- Graphical planning
 - o Plan from the future success vision back to present time
 - o Why it works
 - o Why National Aeronautics and Space Administration (NASA) and the Special Air Services (SAS) use it
 - o How you can use it
- Ensure optimum resource allocation
- Clarify accountability and responsibility
 - o Who is going to deliver what and by when
- What are the tools for developing, communicating and then implementing partnership success strategies
- Ensure you make things happen
 - o Use graphical progress tracking
- Confront, challenge and overcome 'partner drag'

Building a successful team

- The essential components for building a high performance partnership team:
 - o Purpose
 - o Vision
 - o Personal empowerment
 - o Respect
 - o Rapport
 - o Trust
 - o Communication
 - o Support systems
 - o Teamwork
 - o Persistence and resilience
- Achieve effective transparency and communication
- Use the 'war room' concept for optimum partnership team and stakeholder communication
- Manage teams in remote locations

Getting the best from people

- Clarify and optimise individual team member contributions in a team
 - o Capability: can they do what is asked of them?
 - o Performance: are they supported to do what is asked of them?
 - o Motivation: do they want to contribute? What motivates them?

Motivating people

- Understand people
 - o Keys to what makes people 'tick'
- Why you need 'different strokes for different folks'
 - o Keys to individual and team motivation and empowerment
- Read people and develop and maintain rapport
- Influence and maintain individual and team motivation and rapport under conditions of pressure and stress
 - o What to do and what not to do
- Work optimally with junior and senior team members

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The route to multicultural success

Developing an empowering culture

- Define and read a culture
- Create a sense of belonging and involvement
- Fast-track your understanding of a new culture and avoid expensive mistakes
- Participate effectively in multi-cultural teams
- Overcome cultural differences
- Tools for realising and respecting individual values
- Develop an empowering team culture in a diverse partnership
- Build team trust
- Use assertion within a team
- Ensure individual and partnership team resilience and persistence

Overcoming language barriers

- Your partner and you do not speak the same language
 - o Deal with these challenges. How to communicate using visual graphics

Strengthening your team

- How does the decision making process in your team
- What voting rights are provided in your Project Agreement
- How are decisions really reached
 - o Consensus
 - o Veto rights
- Can a minority participant frustrate the wishes of the majority?

Optimising your team influence

- Influencing in a team based environment
 - o Analyse and successfully manage the various agendas of your team members
 - o Recognise the power of the 'big boys' and develop appropriate influencing strategies
 - o [How best to influence your project team members and their organisations](#)
[Use Sun Tzu's 'Art of War' strategies](#)
 - o Should your approach be direct, indirect, partition or surround
 - o Change the basis of decision

Negotiating effectively

- Ensure you negotiate effectively when team members disagree
- Agree to agree – what ever it takes
- What are the dangers of compromise and agreeing to disagree
- When to accept compromise
- Confront your team mates' expectations
- Build and maintain partnership trust
- Demonstrate the art of diplomacy
- Explore, project and use the power of intent
- Deal with difficult people and difficult stakeholders
- Manage team and partner conflict

Enhancing personal effectiveness

- Establish your own mastermind group
- Accessing intuition: this is key to urgent decision making without adequate data
- Decision making: a crucial team skill because on many occasions, delaying a decision is the worst of your options

Ensuring team leadership success

- Identifying your vulnerabilities
- Why teams fail
 - o What to focus on and what to avoid
- Identify vulnerabilities
 - o Your own
 - o The project's
 - o Your organisation
- Analyse risk
 - o Conduct root cause analysis
 - o The dangers of focusing on effects and not searching for the real root cause of a project challenge or crisis
- Support your team
 - o Explore the fundamental power of systems
- The keys to persistence
 - o Overcome obstacles and your potential points of failure
- Resilience: the key strategies for ensuring success in tough times
- Manage the project problems
 - o What to do and what not to do
- Implement projects successfully

LEADING & MANAGING in JV'S & PARTNERSHIPS

9 December 2009, Kuala Lumpur

Partnerships are growing in the oil and gas industry today, developing a project alongside other companies offers a wide range of advantages such as: risk mitigation, economies of scale, access to funds, technology and resources. This is particularly attractive in the current scene, in which hydrocarbon resources are increasingly found in difficult to access locations and companies are specialising in their activities. However, the diversity of agendas, expectations, corporate values, business models, procedures, cultures and languages makes projects more difficult to run. As a consequence, the industry has seen many examples of partnerships that failed to deliver their expected value due to conflicting interests amongst the partners.

This separately bookable session will help you work on the JV challenges you are facing and enable you to optimise your success strategies.

Course Outline

Understanding the team you are working with

- Joint Ventures
- What is a Joint Venture?
 - o Different Joint Ventures: incorporated vs unincorporated
 - o JV personnel: seconded staff vs representative committees
 - o The role of operators and non-operator partners
- Other partnerships and alliances
 - o Contractors
 - o Suppliers and service companies
 - o NGOs

Aligning and uniting your partnership

- Focusing the team by using a vision of future success
- What are the realities and difficulties in many partnerships
 - o Who are you working with: a team of secondees or a group of representatives from different companies
- Building a partnership team to avoid working with just a group of representatives
- Avoid alienation by the operator partner
- Gain initial consensus and agreement
- Agree a shared purpose
 - o Why this is the first key to partner alignment
 - o Why developing an agreed future success vision is so crucial
- Use graphical vision to communicate with your partners
- Why the picture really is worth a thousand words

Involving and aligning all partnership stakeholders

- Why you need to recognise your new team members' limitations
 - o Do they have to report back to their organisations
 - o Are they empowered to make decisions
 - o Which decisions can they make
 - o Which matters are decided back at their organisations, at their head-quarters or at board level
- What is driving the agendas of the partnership stakeholders
 - o How they judge project success
- Use effective project questioning and listening skills
- Reconcile varying agendas
 - o Define and manage conflicting success criteria
- Stabilise the partnership success vision
 - o Get all your partners on board
 - o Overcome the feeling of a 'forced' partnership

Implementing Partnership Success Strategies

- Developing your partnership action plans
- Create your success vision by visualising your ideal partnership success outcomes
- Develop your graphical plans - working backwards in time and identifying all the steps you need to achieve your success vision
- Clarify the actions required to achieve each of these steps
- Identify and allocate the resources
- Establish a time frame and deadlines
- Getting organised by learning then using the 'story boarding' technique
- Addressing, enrolling and inspiring your stakeholder and partner organisations
- Anticipating your 'Aliens of Resistance'
- Developing your response strategies to ensure your success

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About your Expert Trainer

David Powell

David Powell is the author of *Spirit Intelligence*™ and specialises in executive leadership facilitation and management development.

He gained a first class honours degree in chemical engineering from Edinburgh University in Scotland and has undertaken postgraduate studies in psychology at Macquarie University in Sydney, Australia.

His corporate career spanned 14 years in oil & gas with BP, Amoco and AGL.

Since 1993, he has worked across five continents with more than 170 clients including Rothschild, QBE, AT&T, Intel, Towers Perrin, Thomas Cook, Fujitsu, Nortel, Frank Russell, Electrolux, Arab Bank, Cable and Wireless, GSK, Merck, Sharpe and Dome, World Vision, Ericsson, IBM, Placer Dome Gold, Jim Beam, Ernst &

Young and Commonwealth Bank of Australia.

David focuses on what he calls tapping *The Hidden Advantage* to unleash the power of the whole person – the power of the body and mind, the passion of the emotions and the enthusiasm, motivation, commitment, initiative, creativity, resilience and persistence of the spirit in business.

He is very experienced internationally in both skills enhancement and the strategic facilitation of tough and intractable client challenges.

David's approach is pragmatic. He provides his clients with a powerful range of practical tools and approaches to enable management to tap *The Hidden Advantage* latent in their staff and achieve optimum performance and results.

A powerful and compelling speaker, David combines humour, energy and passion. He draws on a wealth of personal experience and thorough research.

petroEDGE

Professionals in the Oil & Gas industry are constantly re-inventing themselves. To meet this challenge, PetroEdge provides up-to-date, practical and technically sound training solutions that enable engineers and Oil & Gas professionals to be continuously relevant in industry.

Petroedge competency-based courses specify new and essential skills engineers need to have to perform their duties efficiently. Our courses deliver management and technology needs of operating companies within the industry. This enables engineers to apply themselves immediately in the workplace after attending our courses hence creating value for the organisation.

Visit www.petroedgeasia.net to learn more.

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REGISTRATION FORM

Kuala Lumpur, Malaysia	Early Bird Price <i>Exp 1st July 2008</i>	✓	Normal Price	✓	
2 – day Leadership & Team Dynamics	S\$2099		S\$2299		TEAM DISCOUNTS PetroEdge recognises the value of leaning in teams. Group bookings at the same time from the same company receive the following: 3 or more at 5% off 5 or more at 7% off 8 or more at 10%
3 – day Leading & Managing JVs & Partnerships	S\$2399		S\$2599		
<p>petroEDGE On-site Solutions</p> <p>{ } Yes, I would like to organise this training on-site and save over 25% of total course fees!</p> <p>For further information about On-site Solutions, please +65 67419927 or email info@asiaedge.ent</p>					

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Delegate 1: _____
Mr Mrs Ms Dr Other

Telephone: _____ Email: _____

Job Title: _____

Department: _____

Delegate 2: _____
Mr Mrs Ms Dr Other

Telephone: _____ Email: _____

Job Title: _____

Department: _____

Head of Department: _____

Company: _____

Address: _____

Country: _____

Postcode: _____

Attention Invoice to: _____

Telephone: _____

Fax: _____

Email: _____

4 Easy Ways to Register

Online: www.asiaedge.net

Email: info@asiaedge.net

Phone: (65) 67419927

Fax: (65) 67478737

Please note:

- indicate if you have already registered by Phone Fax Email Web
- if you have not received an acknowledgement before the training course, please call us to confirm your booking.
- photocopy this form to register multiple delegates.

Payment Methods

By Cheque/ Bank Draft: Make Payable to Asia Edge Pte. Ltd.
By Direct Transfer: Please quote AE1 with the remittance advise

Account Name: **Asia Edge Pte. Ltd.**
Bank Number: 508 Account Number: 762903-001 Swift Code: **OCBCSGSG**
All bank charges to be borne by payer. Please ensure that Asia Edge Pte Ltd receive the full invoiced amount.

PAYMENT POLICY: Payment is due in full at the time of registration. Full payment is mandatory for event attendance. I agree to Asia Edge Pte Ltd. payment terms

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