

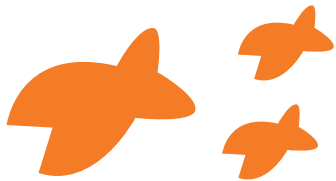


## SHELL FINDS FISH! A CATALYST FOR CHANGE

### Motivational training programme improves safety on UK's largest oil field.

The Shell Expro (Exploration and Production) Brent Field is the UK's largest oil and gas field and is positioned 180km north of the Shetland Islands. It was developed using four platforms - Alpha, Bravo, Charlie and Delta, each around 900 feet high, and is the largest engineering project ever undertaken in the history of the North Sea.

The Brent Delta began production in 1976, has 150 employees and although the best procedures, permits and processes were in place and the workforce was highly skilled, 72 people a year were being affected by work related injuries. Health and safety teams were constantly on the looking out for ways to reduce this figure.



#### **FISH! - The catalyst for change**

As safety is paramount in an offshore environment, Norman Lloyd, Shell Brent Bravo ISC Team Leader, attended a behavioural safety away day to find ways to improve safety. According to Norman the course didn't teach him anything new until two videos, **FISH!** and **Fishsticks**, were shown. "This is exactly what we wanted. The **FISH!** Philosophy brought a totally fresh perspective to

things and was the catalyst of change which we felt would allow us to move forward" stated Norman.

The staff in the Seattle fish market featured in **FISH!** made a conscious decision to brighten up their day by changing their whole attitude towards work. They believe that through their work they can improve the quality of life for others. Their distinctive approach includes a fish throwing and catching routine which has become a major international tourist attraction. Whilst fish throwing may be too difficult in the hazardous offshore environment the philosophy can be applied anywhere.

After seeing the **FISH!** programmes and deciding that the **FISH!** Philosophy was the right way to move forward and to obtain a better safety record, the Brent Delta management set a vision to create a world class, safe and fun business.

#### **Permits, procedures and step aerobics!**

Norman realised that the common factor on Brent Delta was people and that the hearts and minds of the people needed to be changed to achieve greatness and to accomplish a better safety record. Permits and procedures were just not enough. The aim was to get employees to stop and think 'is what I am doing safe?'

At the end of a working day on the Brent Delta, the drillers used to go straight to their cabins and watch TV for the night. Norman felt that improving community spirit among all the workers would make them feel rejuvenated again. Social events such as snooker nights, quiz nights, film nights and even step aerobics classes were held to help create a Brent Delta team spirit.

"A 'stop' policy has always operated on the Brent Delta. This involves an employee intervening and stopping another employee if they see them doing something that contravenes safety measures. This is difficult to put into practice when the staff don't know each other so improving the overall community spirit by focussing on social activities and promoting a Brent Delta team spirit really helped. Now that the staff know each other and have spent time socialising together they feel much more comfortable implementing the 'stop' policy" said Norman.

"To constantly remind workers about the importance of safety, we deliver daily safety messages with music over the speaker system. For example the Eddie Cochran song 'Three Steps to Heaven' reminds workers to be careful on the stairs. All the workers really enjoy it when the music is played and we have even had drillers singing songs over the tannoy" continued Norman.

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**"The results were outstanding. Safety performance was greatly improved and production was up by 12%."**

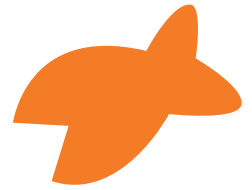
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"...we now have increasingly open communication between members of the workforce as well as a safer, more efficient and more comfortable working environment



The results were outstanding. Safety performance was greatly improved and production was up by 12%. Months passed without a visit to the medic and there were 218 days of continuous production which had never been heard of before. Then the management found out that if the philosophy isn't reenergised it will not succeed. Production levels and safety levels dropped. Transferring managers to other platforms to instil the behaviour elsewhere did not work.

#### No Boundaries

The management team sat back and re-evaluated the situation. It was decided that all the platforms of the Brent Field would work together towards a new vision called 'No Boundaries'. The idea was inspired by the **FISH!** Philosophy and was instilled across the whole business.

'No Boundaries' is a concept that has no measure, no history and no targets. It is a journey of boundless opportunities to change the hearts and minds of the people who will then take the business, including safety, production and costs to places it has never been before. The title 'No Boundaries' could allude to people doing what they want but this is not the case. The name means it is limitless in what it can achieve.

Unfortunately there were two fatalities along the way, which according to Norman just goes to show that you can't take your finger off the button.

"You have to deliberately get up every single day and recreate the philosophy. It's a 365-day operation, 24/7, with no days off. The day that you have off is the day you will have an incident".

"The question that a lot of people ask about the **FISH!** Philosophy is 'what's that got to do with business greatness and me?'. The answer is nothing. It is never going to change your business. It will engage people and it's the people that will change the business. A key part of the business is safety but you can't just say - lets do training on safety because it doesn't work. Instead we needed to change the whole culture and the behaviours of employees and safety being a part of the business just naturally came with it" said Norman.

Norman describes the **FISH!** Philosophy as old wisdom. "It's nothing new. It is a set of beliefs which allows a community to create a powerful vision of possibility. By implementing the **FISH!** Philosophy we have achieved all our goals - we now have increasingly open communication between members of the workforce as well as a safer, more efficient and more comfortable working environment" he concluded.

Revolutionise your workplace with FISH! Philosophy. Speak to Video Arts.  
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