Making Information Management Change Stick

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Introduction to Flare Solutions

- Consulting and information management solutions to the oil and gas industry
- Formed in 1998, by technical professionals with broad industry experience

Consulting	Solutions and Applications	Services
➢ Information Management Strategy, Architecture & Implementation ➢ Project & Programme Management ➢ Change Management	➢ Web-based Information Management Applications FLARE OIL & GAS TAXONOMIES	➢ Reference Data Management ➢ Process and Standards Development ➢ Application Development

Queen's Award for Enterprise Innovation, 2009

This is the highest award that can be given to a UK based company.
This award was for Flare's innovative information management solutions for the oil and gas industry.

British Computer Society (BCS) European Awards, 2006

Knowledge Management Project Award – Winner (with Shell)
Intranet Project Award – Highly commended (with Shell)
Content Management Project Award – Highly commended (with Shell)

Outline

- Introduction
- Change Management
  - The Change Challenge
  - Information Management Change
  - How it affects the individual, team and organisation
- Case Studies
  - Knowledge Management & Procedures
    - Drilling Management System
  - Information Management
    - Global Wellfile
  - Data Management
    - Production Reporting
- Lessons
- Questions

Information Management
The Change Challenge

The Premise

- Effective E&P Information Management practice must be Institutionalised
  - Effective IM practice = *Consistent and timely access to high quality information*
  - Institutionalised = *Part of the fabric of the organisation in terms of infrastructure, process and behaviour / culture / values*

If we fail to change

- Lost investment
  - Infrastructure
  - Systems
  - Data
- Lost benefits
  - Information search time
  - Decision-making quality
  - Increased risk

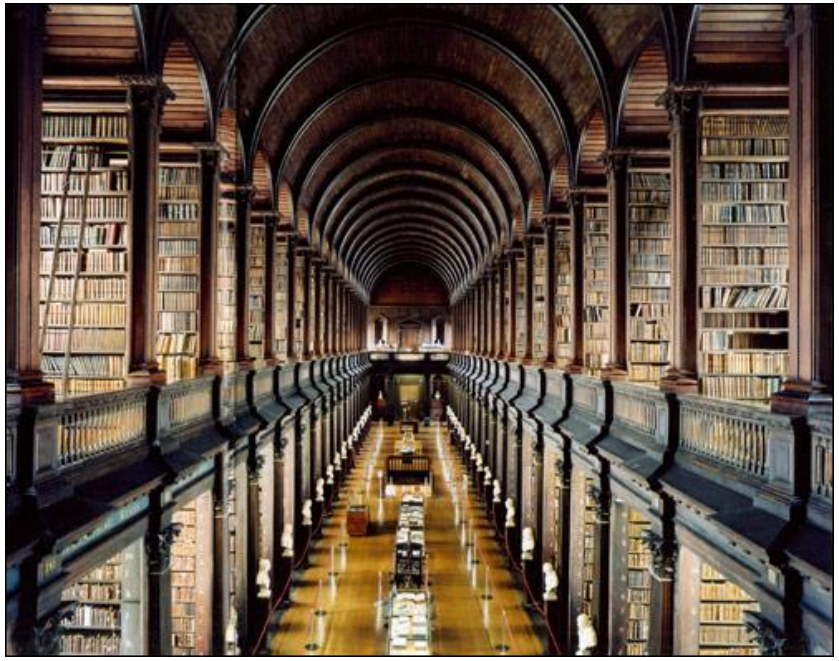
Information Management

The Change Challenge

Data/Information Management Challenge
User expectations

- Publish

- Search



Mismatch Of Expectations

When users publish they expect to be able to do it with minimal or no effort

When users search they expect a well structured, organised store, that is easy to navigate

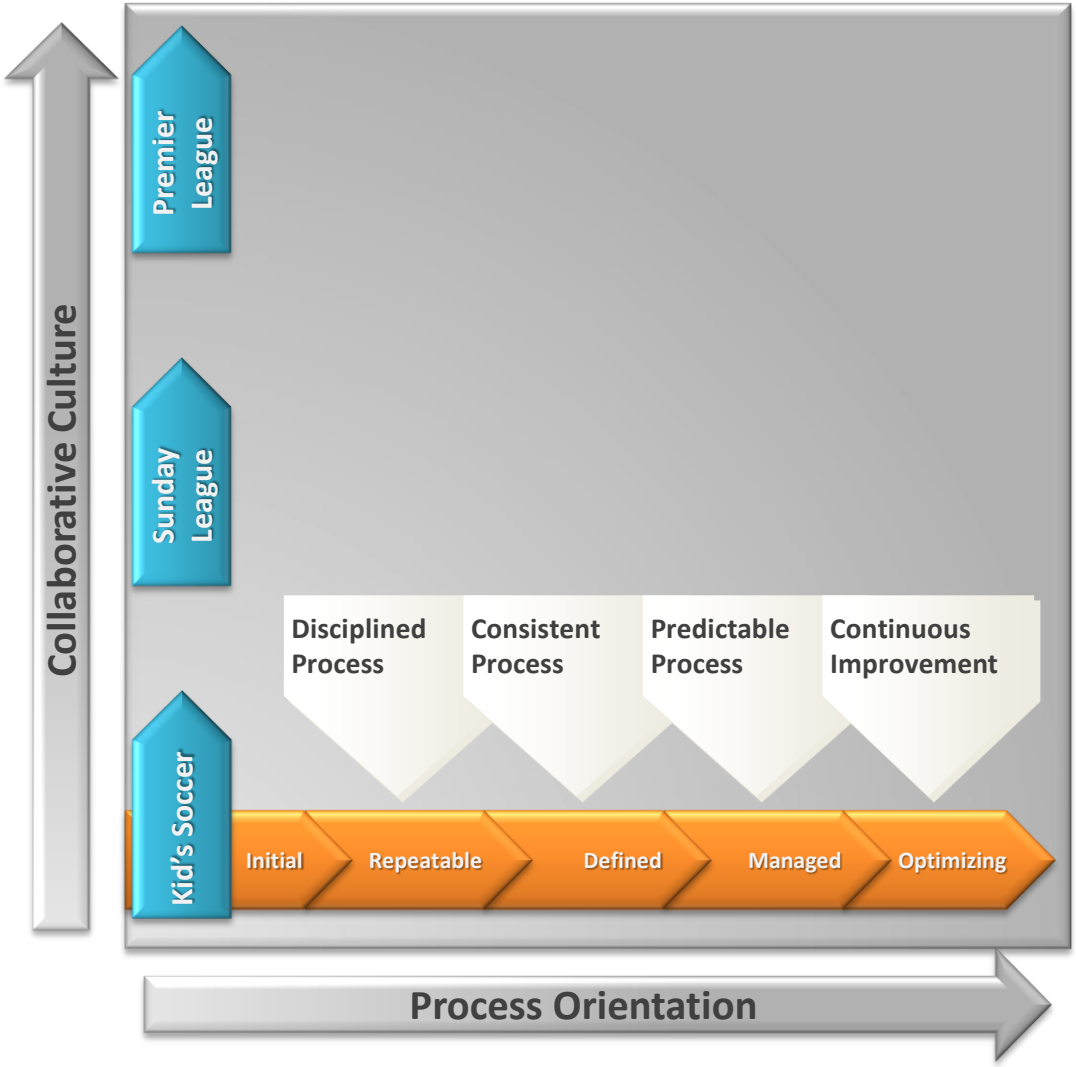
Information Management
The Change Challenge

Why is it so hard to implement effective Information Management solutions in E&P organisations?

- **Can we define "Effective Data and Information Management"**
- **Can we specify and implement the right infrastructure?**
- **Can we create appropriate processes and governance models?**
- **Can we ensure appropriate behaviours, cultures and values?**

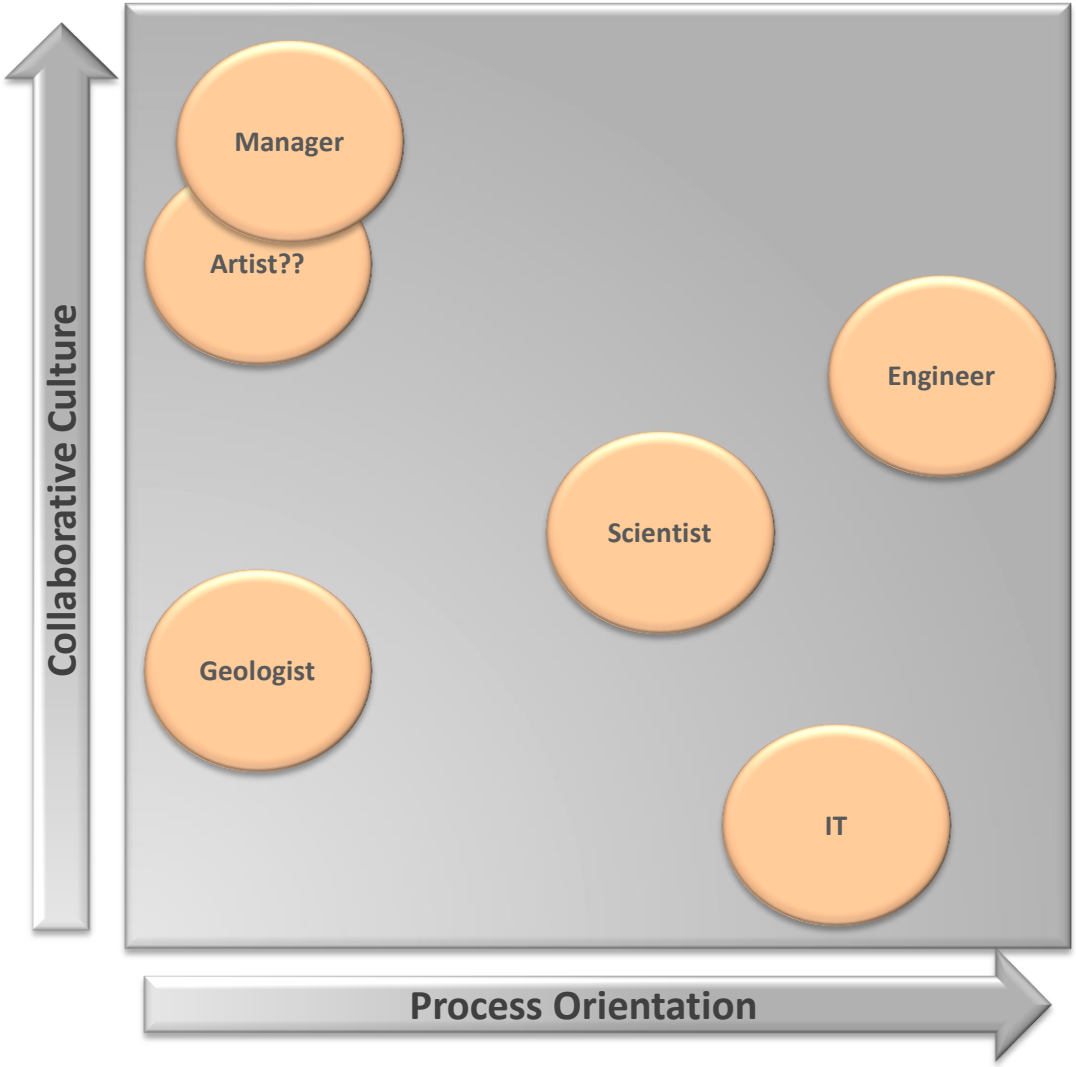
Let's understand how process and behaviours impact the delivery of IM solutions

Dimensions of the Information Management Change problem

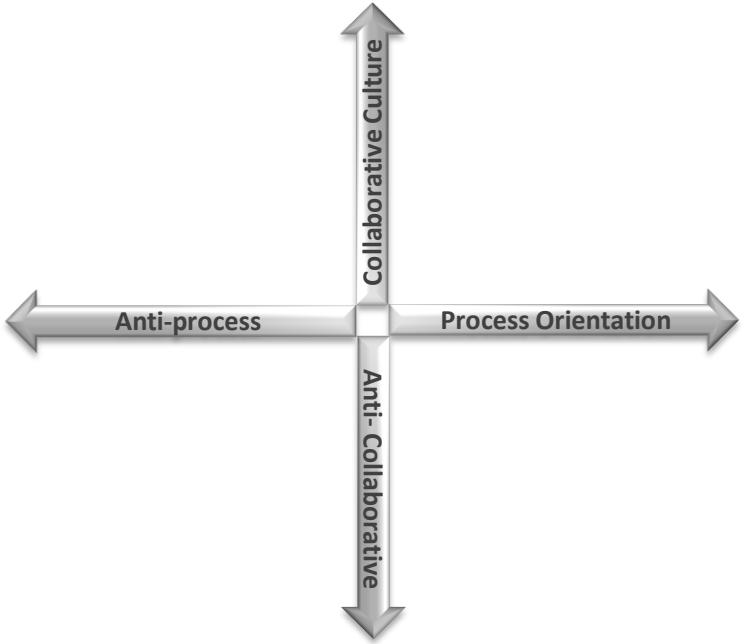


Effective Information Management requires a mix of both process and collaborative dimensions

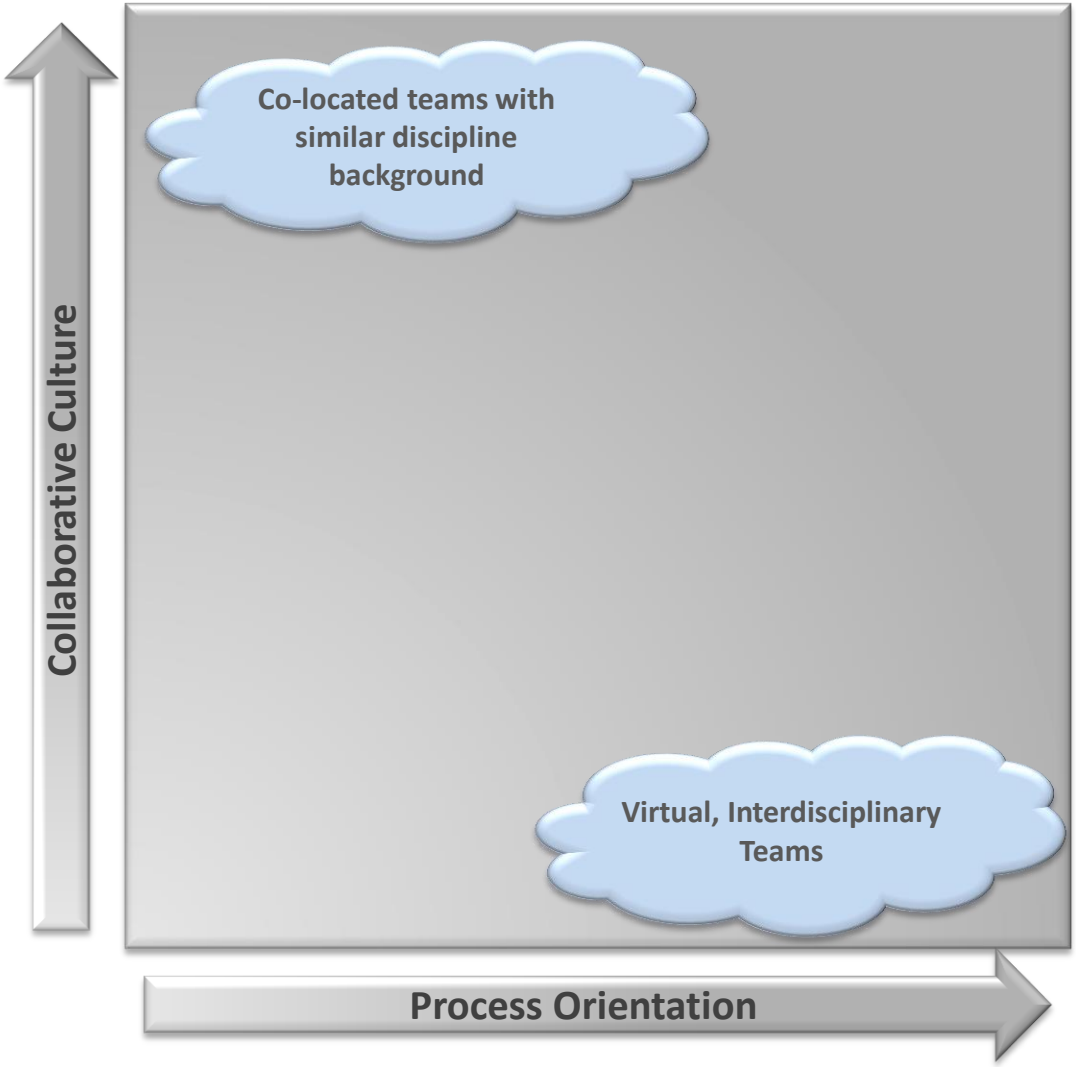
Dimensions
The Individual Aspect



We need to be responsive to the demographics of the community and its appetite for adopting newer collaborative solutions

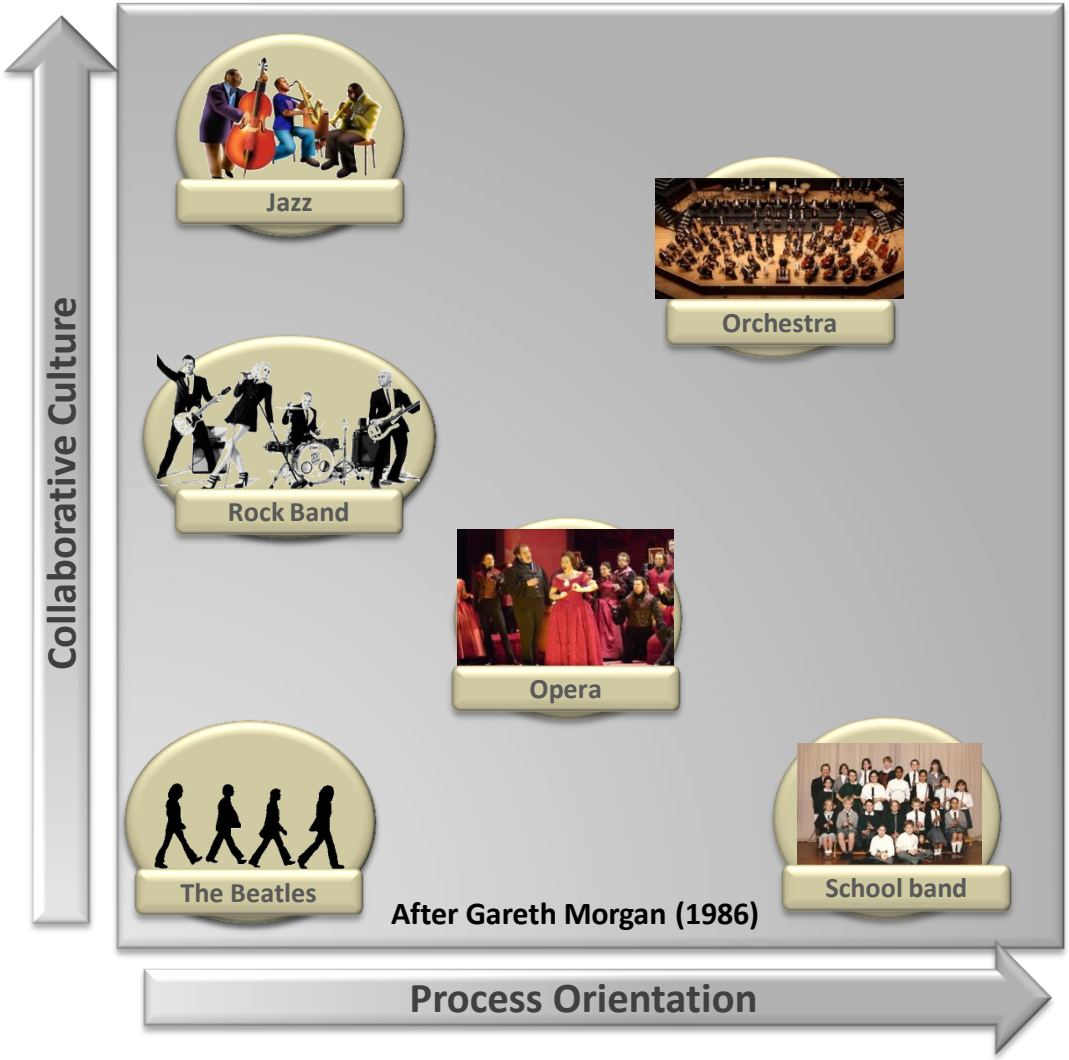


Dimensions
The Team Aspect

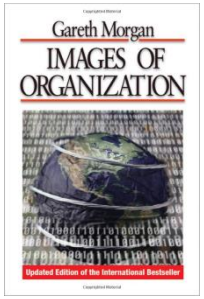


Natural team dynamics play a part – and the type of team impacts the extent to which effective Information Management behaviour can emerge

Dimensions
The Organisational Aspect



- An organisation will have a **dominant metaphor** for the way it does business
- We use musicians to remind us of the metaphors
- But where does your company fit?
- Where should you be heading?



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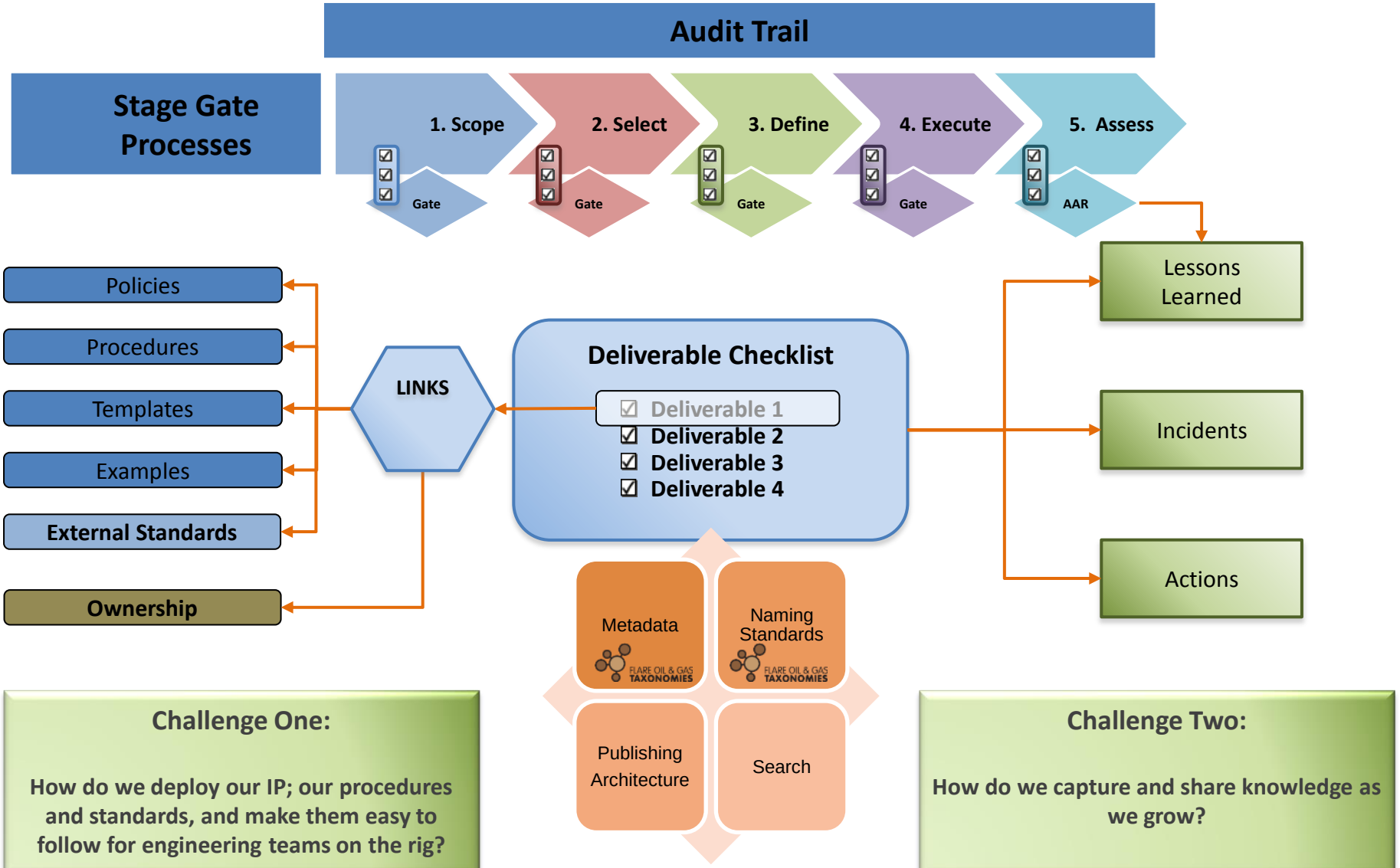
Where do typical E&P organisation sit in these Dimensions?

The dominant position of the organisation may constrain the kind of Information Management solution that can be achieved

Case Study 1: Knowledge Management & Procedures - *Overview*

Small Exploration Company



Challenge One:

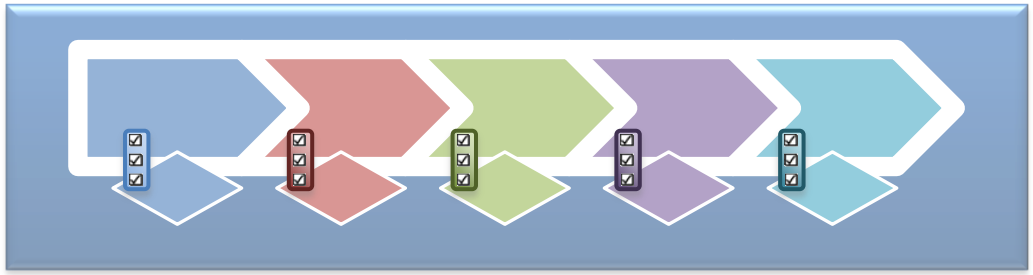
How do we deploy our IP; our procedures and standards, and make them easy to follow for engineering teams on the rig?

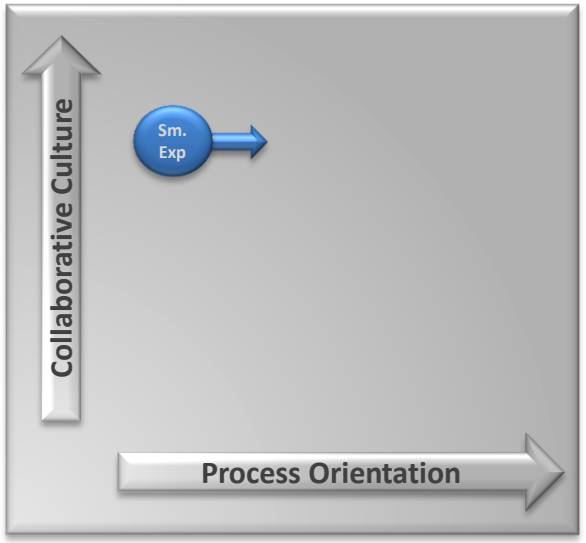
Challenge Two:

How do we capture and share knowledge as we grow?

Case Study 1: Knowledge Management & Procedures – *Change Assessment*

Small Exploration Company



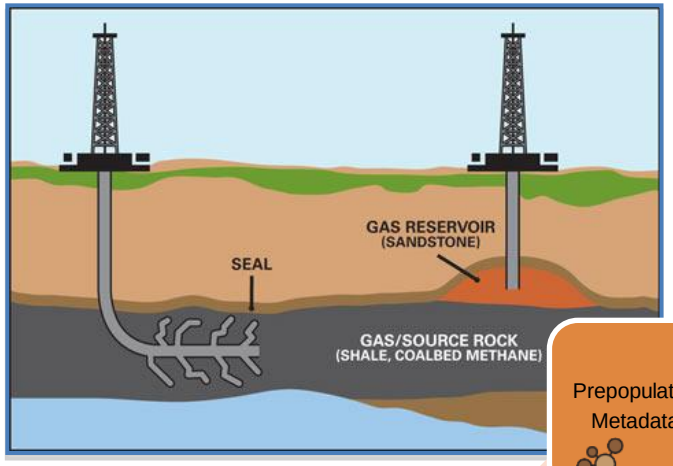


Managing Expectations

Change Factor	Initial Status	Change Strategy	Outcome
Geography	Corporate centre & rig sites		
Corporate Culture	Reactive/Innovative/Flexible	Be aware of lack of clear mandate	Management aware of challenge. Longer time for take-up to mature.
Process Maturity	Medium		
Scope	Broad		
Benefits Gap	Medium	Highlight benefits throughout T/E	Appreciation by users of key benefits – to encourage usage
Disruptiveness	Medium	Highlight benefits throughout T/E	As above – pain accepted for the gain
Risk to Business	Medium	Use as lever in training/ education	
Willingness to Change	Poor	Education	
Change Risk	High	Embed accountability and make that accountability visible	Everybody knows who should be doing what, and they can see results!

Case Study 2: Information Management
Global Wellfile - *Overview*

Process Super-major

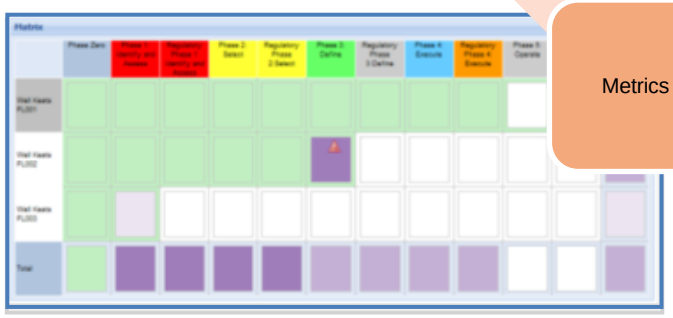


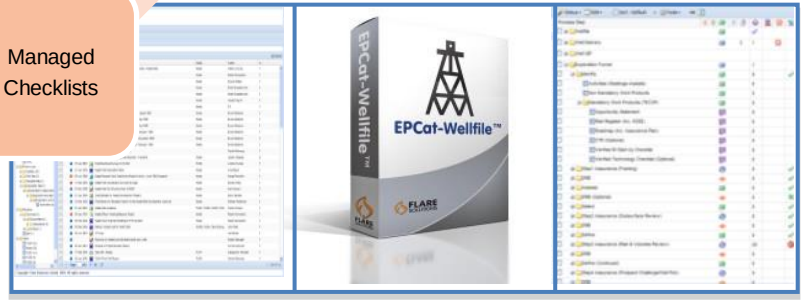
Prepopulated Metadata

Naming Standards

Metrics

Managed Checklists





Challenge One:

How do we capture wellfile information in a standard way around the world?

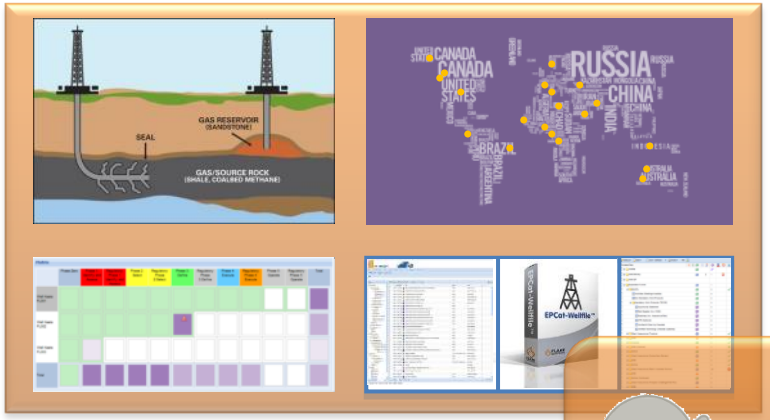
- Partner Reporting
- Legislative Reporting
- HSE
- Ownership

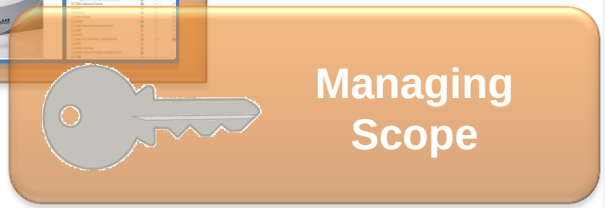
Challenge Two:

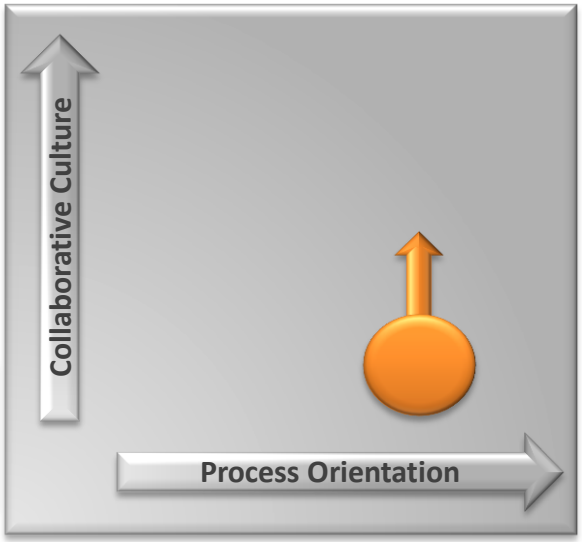
How do we ensure user take-up?

Case Study 2: Information Management
Global Wellfile – *Change Challenge*

Process Super-major



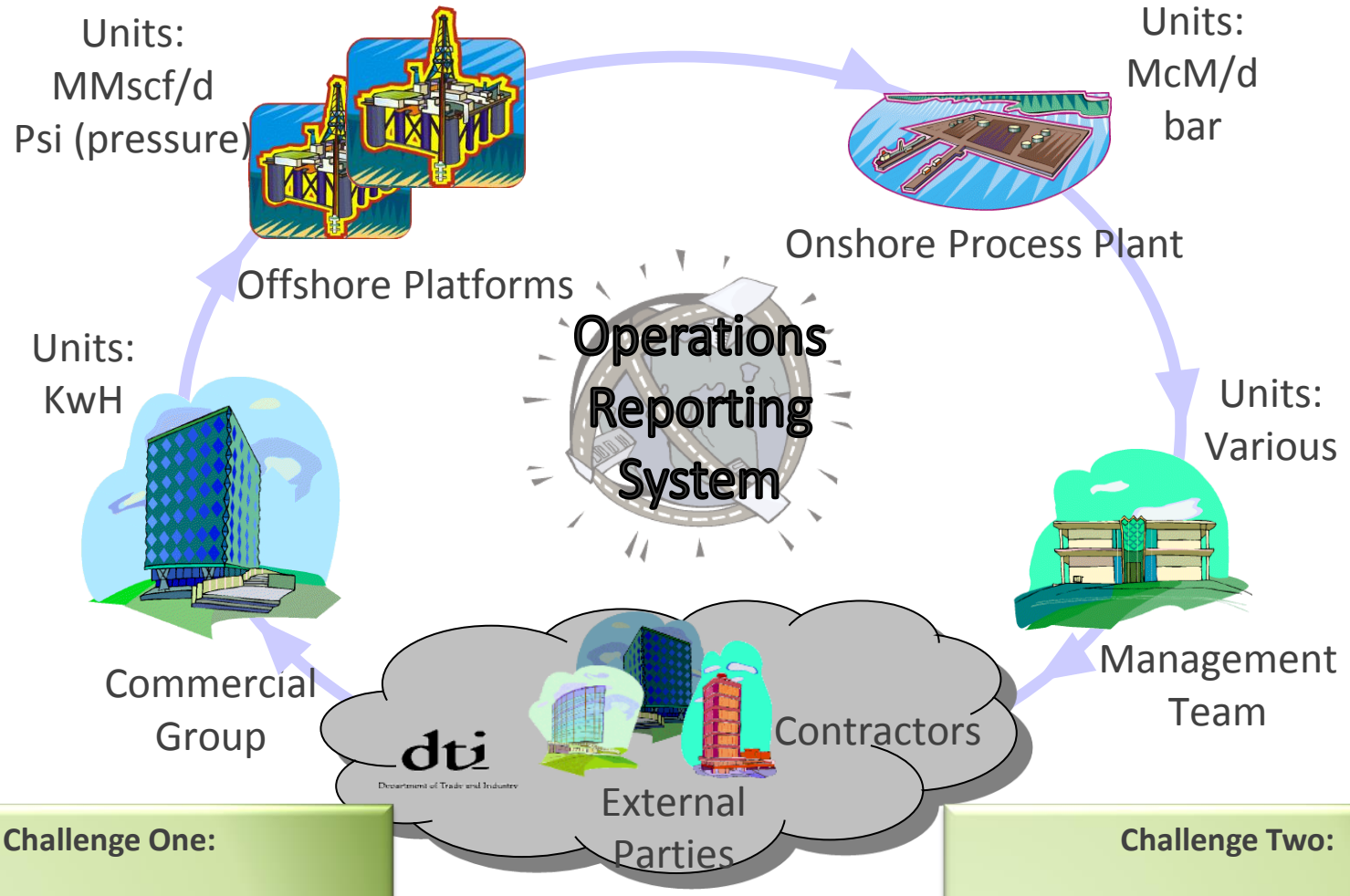




Change Factor	Initial Status	Change Strategy	Outcome
Geography	**Global**	Develop online education programme	All users can access educational material when they need it
Corporate Culture	Process oriented		
Process Maturity	High		
Scope	**All types of well file**	Reduce scope to to two key well file types	Manageable scope, clear message, chance to build momentum
Benefits Gap	Medium		
Disruptiveness	Minimal	Highlight in T/E	Easier user uptake – not that much difference to way things were done
Risk to Business	Low	Put a momentum programme in place	Ensure users don't 'forget'
Willingness to Change	Medium		
Change Risk	Low		

Case Study 3: Data Ops Reporting - *Overview*

NOC



Challenge One:

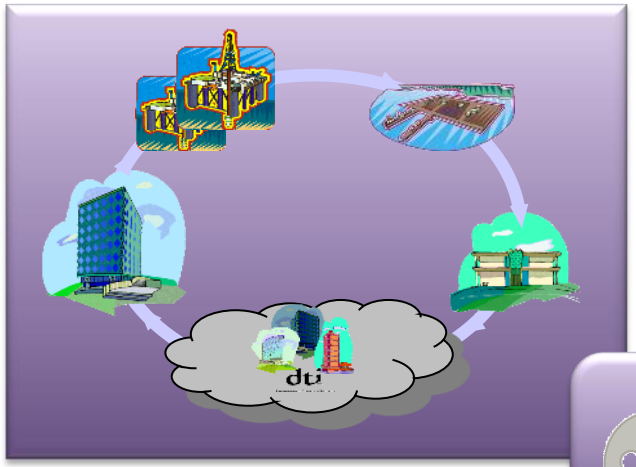
How do we manage production and injection nominations across a complex multi-site operation?

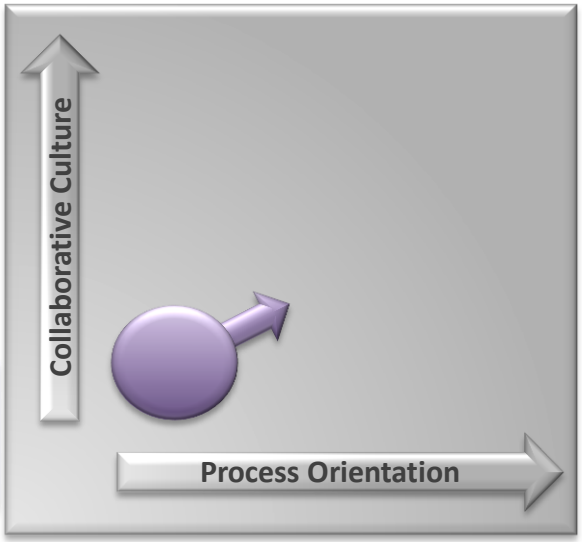
Challenge Two:

How do we roll-out to a disparate team, working 24x7?

Case Study 3: Data Ops Reporting – *Change Assessment*

NOC

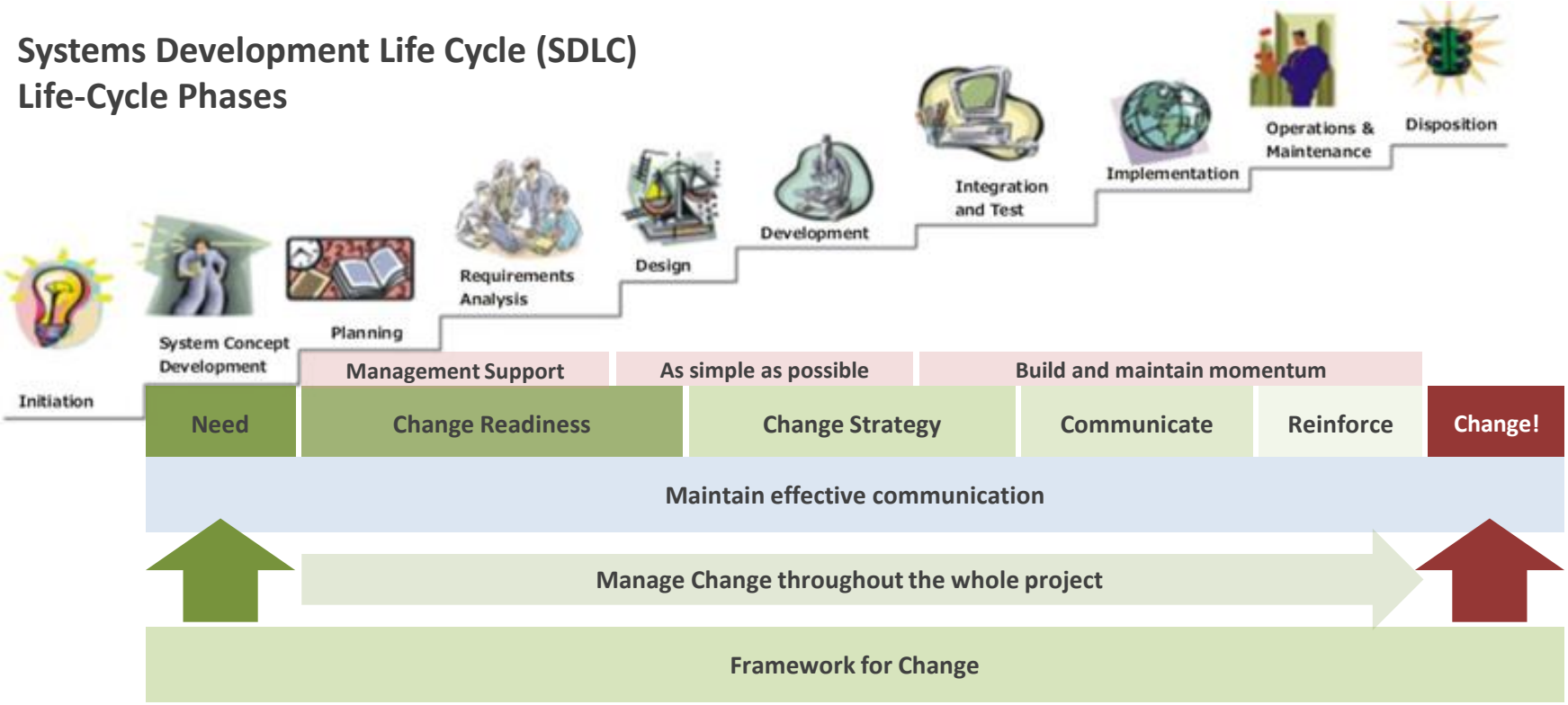




Change Factor	Initial Status	Change Strategy	Outcome
Geography	Primarily: Field base and rigs	Examine local (site) requirements early in the design phase	Solution designed to be easy to use
Corporate Culture	NOC	Engage with users as early as possible	Early engagement helped with definition and meeting requirements
Process Maturity	Low	Review processes as part of design	Required processed embedded in solution. Part of the way they work.
Scope	Tight - Production reporting		
Benefits Gap	High	Use in T/E programme	Users understood the need for change
Disruptiveness	Highly disruptive	Prepare roll-out plan well in advance	Disruption minimised.
Risk to Business	High	Use in T/E programme	Users understood the need for change
Willingness to Change	Varied	Target known individuals for additional education	Reduced negativity at launch
Change Risk	High?	Use in T/E programme	Lot of upfront effort to mitigate start-up and ongoing maintenance

Change Management Lessons Learned

Systems Development Life Cycle (SDLC) Life-Cycle Phases



- Ensure that Change Management is an intrinsic part of your project
- Make sure that your D/IM initiatives connect with the business
- Design - design for simplicity, rather than functionality
- Develop awareness of the project
- Reinforce using metrics, feedback and awareness sessions
- Maintain effective communication with all stakeholders
- Prepare for change!

SLDC Step Image Source: Wikipedia
http://en.wikipedia.org/wiki/File:Systems_Development_Life_Cycle.jpg

Approach / Methodology
Change Management

Ineffective change management is a major cause of failure in IM projects.

You can mitigate this risk by following a structured approach

- ✓ **Awareness of the need for change**
- ✓ **Desire to support and participate in the change**
- ✓ **Knowledge of how to change**
- ✓ **Ability to implement required skills and behaviours**
- ✓ **Reinforcement to sustain the change**

Deliver Change in Three Phases:

1. **Develop the Change Strategy**
   A plan accounting for organisational style and the working style of stakeholders, teams and individuals affected
2. **Assess Change Readiness**
   An iterative approach to ensure barriers are removed
3. **Deliver targeted interventions to build the Momentum for Change**
   Combining: Communications, Sponsorship, Coaching, Resistance Management & Training to ensure sustainable change

FLARE SOLUTIONS

FAQs

QUESTIONS

Contact information

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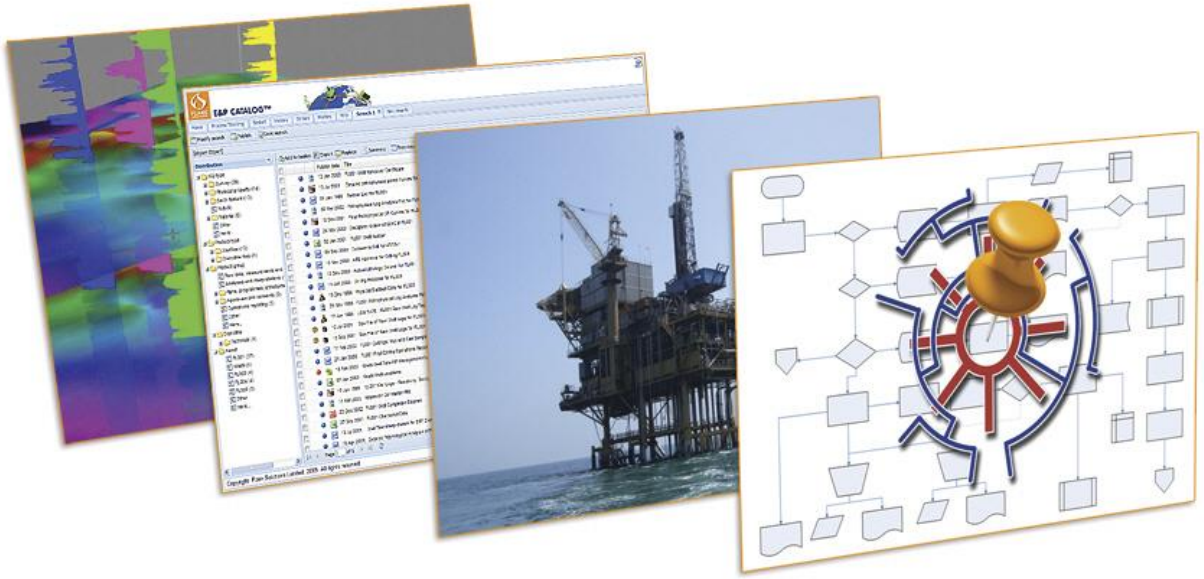

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