



## Shell Expro

### Situation

Shell Expro, a partnership of Shell and Esso Exploration and Production UK, operated four large drilling platforms in the Brent oil and gas field, located in the North Sea. These platforms were critical in meeting the UK's energy needs. One of the platforms, Brent Delta, employed a staff of 160 operating a factory and processing plant.

Despite rigorous safety procedures, the platform's safety record was not meeting expectations. In 2000 it recorded 72 injury-related medical visits and a total recordable case frequency (a measure of accidents per hours worked) of 13.3—both numbers above what was acceptable.

### Objectives

Brent Delta tried several safety improvement initiatives, but made little progress. It concluded staff needed more than processes. They had to *want* to make these processes work, to be emotionally invested in the entire team's safety from moment to moment.

### FISH! Approach

At a safety course sponsored by Shell Expro, members of the Delta leadership team saw the videos *FISH!*, about the deep commitment and focus of the Pike Place fishmongers, and *FISH! Sticks*, which showed how they kept their vision alive. From this Brent Delta created a new vision—a World Class Safe and Fun Platform—and introduced The FISH! Philosophy to support it.

They started with Being It, a key concept from *FISH! Sticks*. Imagine the person you would like to work with, then “be” that person.

Staff made a commitment to coach each other to live their vision, to let go of egos and encourage the free flow of ideas across position and department. In time it became unacceptable to walk past any action that was not safe.

Staff applied the FISH! practices to their work. By understanding they could consciously choose how they showed up for their work, they approached their pre-work safety checks with more open, focused attitudes.

They focused on being more present for their coworkers and worked hard to make each other's day during long, exhausting days, increasing teamwork and cooperation.

They used Play to build camaraderie and community. An entertainment committee planned activities such as film nights, quizzes and snooker competitions. By having fun together, they built stronger relationships, making it easier to coach each other about safety concerns.

## Results

In 2001, after introducing The FISH! Philosophy, safety at the Brent Delta platform improved dramatically. Medical visits fell from 72 to less than 20, a drop of more than 70 percent. Total recordable case frequency plunged from 13.3 to 4.1, a decrease of 70 percent.

As safety improved, so did performance. The platform ran for 218 straight days, a mark never achieved before, and it surpassed its oil targets by 16 percent.

## Key FISH! Lesson

Brent management tried to introduce the Delta "FISH! Philosophy" to the rest of the business. Staff on the other platforms initially saw this as an attempt to impose someone else's approach on them.

Shell Expro adjusted its strategy, instead working with its entire offshore staff to create a shared vision. They created a new vision that recognized its staff's skills and empowered them to coach, communicate and protect each other, rather than burdening them with redundant processes.

A key vision concept was "no negative conversations" which meant: "Only complain to someone who can do something about it." Change conversations from "You have a problem" to "What can I do about this problem?"

As staff began to "own" its vision, they enthusiastically adopted The FISH! Philosophy to help them live it. The lesson: Create *your* vision, then use FISH! to support it.



## Questions?

## Ready to experience your own FISH! success?

Visit our website at [fishphilosophy.com](http://fishphilosophy.com),  
or call 800.695.4534 to speak to a FISH! representative.