

From: Seilhan, Keith A
Sent: Sun Mar 14 22:56:04 2010
To: Dupree, James H; Imm, Gary R; Morrison, Richard; O'Bryan, Patrick L; Oxley, David; Rainey, David I; Singh, Pramod K; Skelton, Cindi K; Todd, Simon P; Zwart, Peter A
Cc: Stead, Damian; 'Urry, Nate'; 'ben.dunford@bain.com'; Cherry, Jan; Reyes-Garcia, Cynthia A; Caldwell, Jason
Subject: VP Actions for the GoM Transition Plan and Leadership Offsite Slide pack
Importance: High
Attachments: Enrollment of GoM in Sector Leadership.doc; GoM Leadership Offsite - VP Slide template.ppt; GoM Leadership Offsite Agenda v2.ppt

GoM LT.

I really appreciate the support I'm receiving from each of you and your VP Rcps in carrying out the GoM Transition Plan. We still have four crucial weeks ahead but I'm encouraged with progress. I continue to keep the transition activities that relate to the VP role logged in one file. I sent you a Word document a few weeks ago outlining actions that VP's should address in leading an effective transition to Sector Leadership for GoM. I've updated that document and attached. The three additions are under the green headings. As we are getting closer to "Go Live" readiness, please enroll your ELT in these requirements.

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GoM Leadership Offsite

Attached are the two slides each VP is to prepare for their part of the Leadership Offsite on March 25 along with the current draft of the agenda and second pass at James' slides. Please use your VP one pager as the basis of content for your two slides. You will be given between 10 and 20 minutes to share your two slides depending on the impact Sector Leadership has on your function.

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Keith Seilhan

Operations Director, GoM SPU

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Enrollment of GoM in Sector Leadership

Summary of VP Activities

Update 2 (Additions in green)

This summary outlines the leadership role VP's play in supporting an optimal transition to Sector Leadership. While these are all well understood executive behaviors, they are collected here for easy reference and underscore the importance of the VP role in GoM's Transition Plan.

VP review and approval of Role Definitions Forms – *creating alignment in your leadership team*

This action item is for all VP's regarding the Role Definition Forms that are requested of every one of our Level 1 and 2 Leaders. Each Leader is completing a form to define their role in the new organization. Every leader is required to complete this form as one important tactic for creating alignment across GoM Leadership. VP approval of these forms is a condition for "Go Live."

Specific request/guidance:

- 1) Assign someone in your organization to coordinate the completion of these forms.
- 2) VP to review these forms to ensure your leaders are aligned with Sector Leadership.
- 3) You may find it useful to share your VP One Pager as a reference for their work in completing these forms.
- 4) Log completion of the Role Definition Forms on the spreadsheet that will be send under a separate note titled "Role Definition and Handover Log."

Completion of Handovers – *ensuring transition risks are managed*

As part of the GoM reorganization to the Sector Leadership Integrated Model there are a number of personnel moves that require the person leaving a role document and conduct a Handover conversation. Of the approximately 230 Level 1 and 2 roles, 80 require a person to perform a handover to one or more leaders. These individuals know who they are because part or all of their current role is moving to a new person. It is the responsibility of the incumbent to document and perform handover.

VP's are required to track and ensure that these handovers are completed to the VP's satisfaction. In support of this "Go Live" requirement, all Level 1 and 2 leaders were indoctrinated in the process and sent the required form the week of February 22. Each VP will log completion of the required Handover Forms on the spreadsheet that will be send under a separate note titled "Role Definition and Handover Log."

GoM "Go Live" Criteria – *getting the essentials ready for transition*

The determination of "Go Live" for the GoM SPU is a milestone driven process. As opposed to making an educated guess on the Go Live date for our SPU, we have chosen to select a set of required milestones. As the completion date of these milestones becomes clear, the PMO will make a recommendation to the GoM LT, at least one week in advance, on a Go Live date. Below is the "Go Live" list of milestones for GoM SPU.

- VP to verify all role handovers are complete, including handovers supporting interim vacancies
- Each VP has signed off on Standard Role Definition Template for each member of their

ELT

- All identified Critical Path systems changeovers are complete
- Top 5 Priority Decision Rights workflows have progressed past first workshop and Decision Rights drafted
- Segment "Readiness Assessment Checklist" complete
- Activity-Planning "Day One" requirements met
 - *Managed by Activity Planning Manager*

Note: The Segment Readiness Assessment Checklist is being managed by the PMO. All elements are aligned with the GoM Transition Plan.

Go Live is currently estimated to be April 14.

VP One Pager – *the foundation of VP communications*

The request from James is for each VP to summarize the key Sector Leadership elements of their role and function in a concise document. The one pager includes sections on Key Function Changes, Function Role in Sector Leadership, Drivers to Success, Primary Interfaces, and KPIs (including elements of the VP Performance Contract).

This document should serve as a powerful reference to keep all functions aligned on their mission. The one pager can serve as a strong enrollment tool that has multiple uses.

- For your direct reports it can guide your deeper conversations on Sector Leadership
- For your ELT offsite it can serve as a great primer on what should be included in the agenda
- For SPU leadership outside your function it can serve as a great communiqué where all one pagers together show a picture of how the SPU works

GoM Leadership Offsite – *building the new GoM leadership team*

This one day event is scheduled for March 25 at Helios Plaza. This is a great opportunity to build excitement around Sector Leadership, provide an integrated view of how the SPU will work, and allow Leadership at Level's 1 & 2 the opportunity to provide feedback to the LT for the benefit of the entire organization. The VP's will each own a part of this agenda. Following the *VP One Pager* outline, VP's will present how their function works within an integrated view of all functions. VP's will also host a 30 minute feedback session with a cross section of Leadership and report summarize what they heard in the final plenary session.

VP Offsite with their ELT – *making time for important things*

Building upon the LT Offsite, each VP is requested to schedule an offsite event with their ELT or at a minimum, their LT to further deepen enrollment in Sector Leadership. With the *VP One Pager* as an outline, the VP will take enrollment of their ELT to a much deeper level recognizing that our level 1 and 2 Leaders have daily contact with the front line. The driver for an offsite is as follows:

- Making time for an offsite sends a message that Sector Leadership is important
- Getting out of the office allows for undistracted contact with your ELT
- Offsite venues support more candid conversations
- Getting your new ELT together starts the process of building a strong team.

VP One-on-One conversations with their ELT – *genuine enrollment*

Andy, Doug and James have all stressed the importance of VP, face-to-face conversations with

their leaders stressing the role each leader plays in delivering Sector Leadership. Each VP needs to personalize Sector Leadership for their extended leadership members, clarify their role in the function and help them understand the changes required to optimize SPU performance. The VP Offsite is an effective venue for many of these conversations.

VP Support of Work Flow Mapping – *defining how we work*

Some of the most time consuming, but deeply beneficial elements of the Transition Plan are the Critical Work Flow Mapping and Decision Rights workshops. The following work flows were prioritized for mapping and Decision Rights:

Work Flow	SPA
Production forecasting (perf mgmt): 5 skins info roll ups, accountability, how do prod perf mgmt conversations work?	Rick Bartlett
New well delivery process (subsurface w/CDO)	Cynthia Blankenship
Building GFOs	Dave Vining
CDO: Brownfield Subsea Projects (ILX/Infill) – Pre-Appraise through First Oil, Secondments (subsurface, D&C, operations) FM approvals;	Cathy Bogan
CDO: Greenfield Projects – Exploration through First Oil, Secondments (subsurface, D&C, operations) FM approvals;	Once Brownfield is complete, Greenfield will be assessed based on Brownfield results.

Take an active role in supporting these workshops. **The most important role you play is freeing the schedules of people in your organization to participate.** In addition, ask questions about progress, review the outputs and provide timely feedback. Once these are complete, each VP should identify opportunities to map an additional work flow that supports their function. The deepest understanding of how the new organization effectively functions will come from these workshops.

VP Recognition – *providing a boost of energy*

People tend to consume more personal energy during times of uncertainty and you have the ability to provide a much needed boost of energy with some old fashion recognition. At the risk of stating the obvious, I'll provide a few reminders of recognition tactics that each VP can employ during the Transition.

Recognize people who engage in Sector Leadership and the Transition Plan.

- A verbal *pat on the back* or email note goes a long way.
- Handwritten cards that indicate team members are valued and appreciated for behaviors committed to the transition.
- Provide spot bonuses for people who participate in the more onerous tasks like work flow mapping, systems changeover or plan events like off-sites.

Everything helps during a reorganization as significant as this one.

[Slide 1]

Key Functional Changes: Operations



ILLUSTRATIVE

- Area replaces Asset
 - Area is a larger geographic region that is comprised of one or more hubs based on scale
 - Area Leadership Team focus is Safe, Reliable, Efficient Operations, (not Geology)
 - Optimization at SPU level and Integration of Functions at Area level
- Intense focus on Maintenance, Reliability and Operations Efficiency (Topsides and Subsea)
- Joined up Activity Planning from worksite to SPUL with the Functions driving Planning and the Areas driving integration and execution
 - Hard wire linkage between Business Plan and Activity Plan (SQ)
 - Ops is the host, but coordinates work for all Functions across the SPU
- Organizational Capability development and deployment will be structured and deliberate

Slide 2 Operations - Path to Sector Leadership



Intent	Themes	Drivers to Success
<p>Safe, reliable, and efficient operations</p> <p><i>(Consider a Function "tag line" like: "The plan is to eliminate the unplanned")</i></p>	Safety	<ul style="list-style-type: none"> 5Q Safety Plan Hazard Identification
	Reliability	<ul style="list-style-type: none"> Effective investigation of LOPC Focusing Area Engineering Support on continuous support of day to day operations
	Efficiency	<ul style="list-style-type: none"> PEI Strong rigor in RCFA - don't stop until we really know why
	Org Capability	<ul style="list-style-type: none"> Value expertise in our TA's, Engineers and Technicians
	Activity Planning	<ul style="list-style-type: none"> Quality Planning and integration of plans Prioritization
	Risk reduction	<ul style="list-style-type: none"> Sustain OMS Trust and verify

Key Functional Changes: Operations

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 - Hard wire linkage between Business Plan and Activity Plan (8Q)
 - Ops is the host, but coordinates work for all Functions across the SPU
- Organizational Capability – development and deployment will be structured and deliberate
- Clear decision rights within Operations and across the SPU Functions

Operations – Path to Sector Leadership



Intent

Safe, reliable, and efficient operations
(Consider a Function “tag line” like: “The plan is to eliminate the unplanned”)

Themes

Safety

Reliability

Efficiency

Org Capability

Activity Planning

Risk reduction

Drivers to Success

- 5Q Safety Plan
- Hazard Identification
- Effective investigation of LOPC
- Focusing Area Engineering Support on continuous support of day to day operations
- PEI
- Strong rigor in RCFA – don’t stop until we really know why
- Value expertise in our TA’s, Engineers and Technicians
- Quality Planning and integration of plans
- Prioritization
- Sustain OMS
- Trust and verify

GoM Leadership Offsite - Part 1 Level 1 & 2 Engagement - Helios Plaza



Time	Topic	Comment	Speaker
8:30 - 8:45	Introduction	Welcome to Helios, review agenda and expectations for the day, orient audience on current stage of the Transition Plan	K Seilhan
8:45 - 8:55	Safety Moment	Helios Safety orientation and possibly a safety moment related to organizational change	TRD
8:55 - 9:20	Leadership Pulse Check (Voting Tool)	Developing a better understanding for the path to Sector Leadership through Senior Level Leader pulse check	K Seilhan
9:20 - 10:00	SPUL Enrollment	SPU Leader shares vision and expectations (Outline on next slide)	J Dupree
10:00 - 10:15	Break		
10:15 - 11:30	VP Enrollment	VP's describe their organization using the VP One Pager outline	Each VP
11:30 - 12:30	Lunch		
12:30 - 1:15	VP Enrollment (Continued)	VP's describe their organization using the VP One Pager outline	Each VP
1:45 - 2:15	Activity Planning	Activity Planning Mgr provides the intent and higher level process view of Activity Planning across all functions	D Stead
2:15 - 2:45	Breakout and Break	GoM Leadership dispersed with VP's to provide feedback on what they gathered from the VP's presentation	Each VP
2:45 - 3:45	Report Back	VP's share what they heard and any actions they will consider based on the feedback	Each VP
3:45 - 4:00	Closing	Wrap-up with a overview of the remaining elements of the Transition Plan and Leadership responsibilities going forward	K Seilhan

Draft - under refinement

GoM Leadership Offsite - Part 2

VP Leadership Engagement



[This event is conducted by the VP for their extended Leadership team and can be accomplished through any number of approaches. The intent is to get the Sector Leadership message to every leader on a personal level.]

Intent of VP Leadership Engagement

- Build the new LT and ELT
 - Role and Intent of Sector Leadership - in VP's words
 - Functional Performance Agenda
 - TVP LT role in the Functional agenda
 - Key elements of delivery
 - Activity Planning - the role of the Function
 - Building discipline health
- Starting the journey
 - Top priorities for 2010
 - Action plan



ELT Offsite

Opening Slide Pack

Notes - Outcomes of the ELT



- Build excitement and optimism for GoM
- Provide clarity on Sector Leadership
- Enroll leaders in a better way of working
- Create "Champions for Change" in SLLs
- Start the journey to Sector Leadership
 - Leaving the event on a "mission"
 - Provide attendees with an Enrollment Plan
 - One page reference
 - Context
 - Milestones
 - Report back requirements



GoM SPU Offsite

James Dupree Opening

reorganization?

holds us
back”

“Sufficient for
achieving reasonable
success”

“Helps the b
outperform

*companies have an
which helps the
perform*

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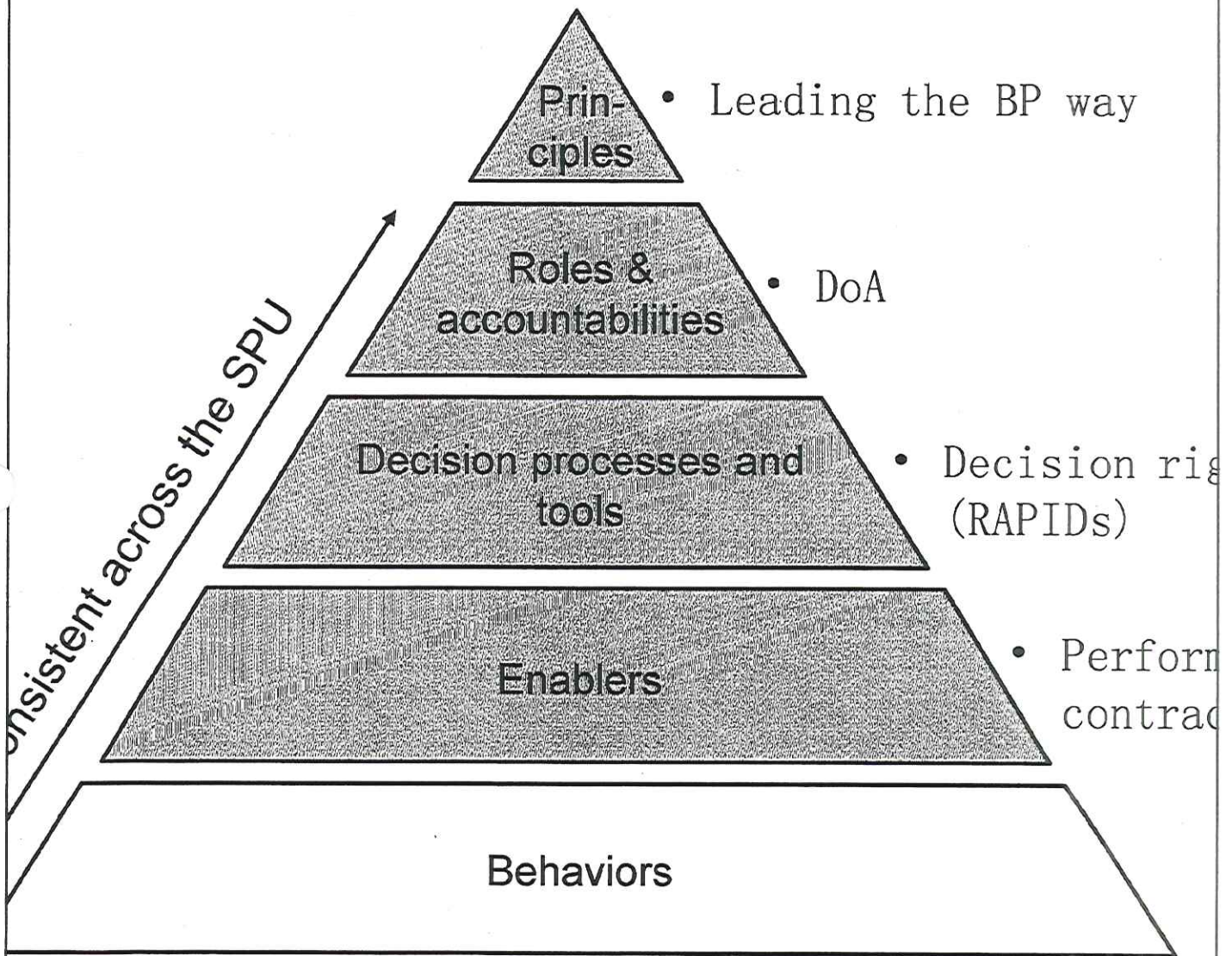
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effective

24%

high performance organisation database (n=430)

Before Sector Leadership, our structure could only sustain us as an “in the pack” player. With the functional model we will align our businesses around a structure that will sustainably drive efficiency by leveraging our scale and creating greater functional performance. The impact that will have on our decision-making will help BP outperform.

behaviors are the foundation
process. ”



To deliver distinctive production growth and returns, we will...



Strengthen our portfolio

- Better allocate capital and human resources
- Strengthen the technology linkage to our portfolio

Sustainably drive efficiency

- Leverage Segment scale through:
 - A centralized developments organization (CDO) to deliver major projects
 - A standardized functional SPU model to access functional performance

The task for the next decade is to hold onto production growth and deliver growth in returns – this will distinguish BP as the Sector Leader.

To meet these challenges it's important that BP leadership:

- Strengthen the portfolio by a far more strategic (longer term) view of portfolio and technology
- Create a resource planning process to create a more informed discussion on resource allocation and pace.
- And link this view of the portfolio to technology development and deployment.
- Sustainably drive efficiency by leveraging the segment scale
 - Truly behaving as a 4 million bpd company rather than 13 SPUs behaving as independents. And the key steps we are taking are:
 - Firstly, a more centralized approach to appraisal and project delivery
 - Big idea is the creation of a Centralised Developments Organisation
 - Secondly, a way to unlock a new level of functional performance. This will not be achieved by simply further turbo-charging the function
 - It will require a more functionally driven and consistent structure – bringing line and function together.
- The Segment is investing resources, people and money, to build Sector Leadership
 - SET members have personally reviewed every SPU organization and Senior Level Leader Selection
 - The Segment has a Central Project Team overseeing the Transition to Sector Leadership
 - Every SPU has a dedicated PMO to manage the transition to Sector Leadership
 - All VP's from across the Segment participated in the design of the organization
 - Every function in this SPU has participated in the Work Flow mapping and Decision Rights Workshops

Sector Leadership Principles



Better Plans, Leverage Scale

SPU wide Activity Planning, optimization
Two points of optimization (Segment, SPU)
Three points of integration (SET, SPULT, AOM)

Better Decisions

Simplified structure, clear accountability &
decision rights replaces lots of process

Faster Improvement

Leverage Functions across SPU and Segment,
consistent, implementable standards

Better Capability

Develop deep functional capability and career progress

Greater Efficiency

Standardization, efficient use of scarce
resources, Continuous Improvement

The intent of "The SPULT" in service of Sector Leadership



Develop the Plan

- Optimize SPU value through development of integrated functional activity plans - driving quality through choice
- Ensure clear linkage between business outcome promised in SPU Strategic frame and the critical activities & resources required to deliver them
- Ensure "right people, right place, right skills" for today's delivery and tomorrow's Strategic direction

Performance Manage Delivery of the Plan

- Deliver the functional activity plans
- Drive business delivery through deep functional performance management
- Make informed choices on Capital/OPEX/Risk/People allocation based on plan delivery
- Embed a culture of continuous improvement
- Identify gaps and performance manage interventions in year as needed

The SPU Leadership Team plays a critical role in service of Sector Leadership.

First, the SPULT is on point to develop a plan that makes sense to us:

- Only the SPULT can optimize SPU value by integrating functional activities and making the decisions that drive quality
- The SPULT can make the right connections – between what we promised in the strategic frame and the activities and resources we'll need to deliver
- And when it comes to making sure we have the right people in the right jobs with the right skills, the SPULT is best equipped to align them to meet today's and tomorrow's needs.

The SPULT also is charged with performance-managing plan delivery:

- Deliver the functional activity plans
- Manage functional performance to drive business delivery
- Decide Capital/OPEX/Risk/People allocation issues based on delivering on the plan
- Embed and maintain a CI culture throughout the SPU
- And as we move through the year, identify performance gaps and manage performance interventions.

Winning with the new organization



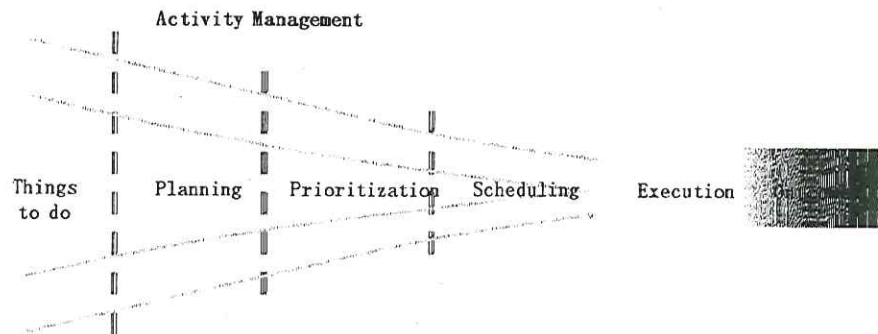
- A functional organization working as one delivery machine
- A series of interdependent functions that drive SPU performance
- A 2010 SPU PC that supports Sector Leadership

Function		Delivering the SPU PC
HR	Safety Activity Planning "Every Dollar Counts" Mentocracy Code of Conduct	Organizational Capability, D&I Enrollment, Leadership Framework
Finance		Allocating capital to generate optimal value and delivering PSCM BIG, Category Management
Operations & Thunder Horse		Unplanned Loss Reduction through defect elimination and Continuous Improvement
HSSE & Engineering		Reduce Risk, Support Safe Reliable Operations
Resources		Deliver the wedge
Developments (CDO)		Build projects with BIC Operability and Capital efficiency
D&C		Best in Class New Well Delivery
Exploration		Deliver the next big discovery

Why a focus on Activity Planning?



Firmly connecting the things we choose to do with the outcomes we commit to deliver.



The commitment to a standard activity planning approach across the Segment reinforces the drive for efficiency.

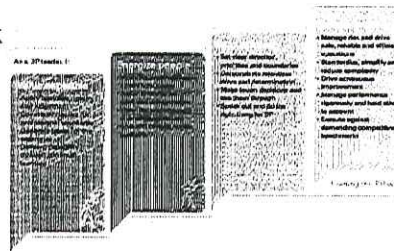
- Better planning gives us the flexibility to choose our activity set that is best aligned with our scarce resources.
- It will allow us to manage our resources and spend more efficiently. (E.g.: not paying premiums for having materials rushed which we could have ordered much sooner had we planned appropriately).
- It reinforces the link across the disciplines to deliver the SPU's targets. (E.g.: we win or lose together; great functional performance in D&C has little impact on the bottom line if Ops is not aligned and able to perform hook-up and commissioning because of a lack of planning and communication.)
- Getting activity planning right along with delivering functional performance is what will allow us deliver the outcomes we have committed to.

Role of the Level 1 and 2 Leader in delivering Sector Leadership



Leadership Priorities

- Establish clear performance targets
- Define clear Roles and Responsibilities
- Clarify Decision Rights and rigorously follow
- Remove Barriers, unnecessary process
- Build and promote functional, discipline health
- Live the Leadership Framework



GoM Leadership Offsite – Part 1

Level 1 & 2 Engagement – Helios Plaza

bp



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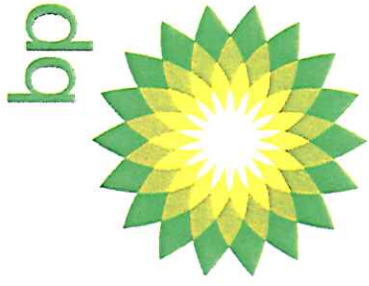
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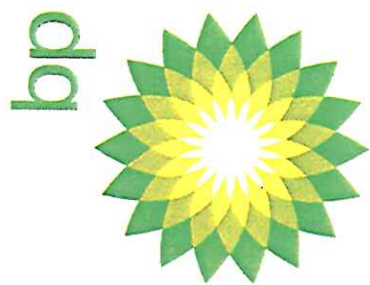
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GoM SPU Offsite

James Dupree Opening

Why a reorganization?



“Holds us
back”

“Sufficient for achieving reasonable
success”

“Helps the business outperform”

*Only 15% of companies have an organization which
helps the business outperform*

15%

The decisions which matter get
made well

The decisions which matter get
made promptly

Once decisions are made they result in
prompt, effective action

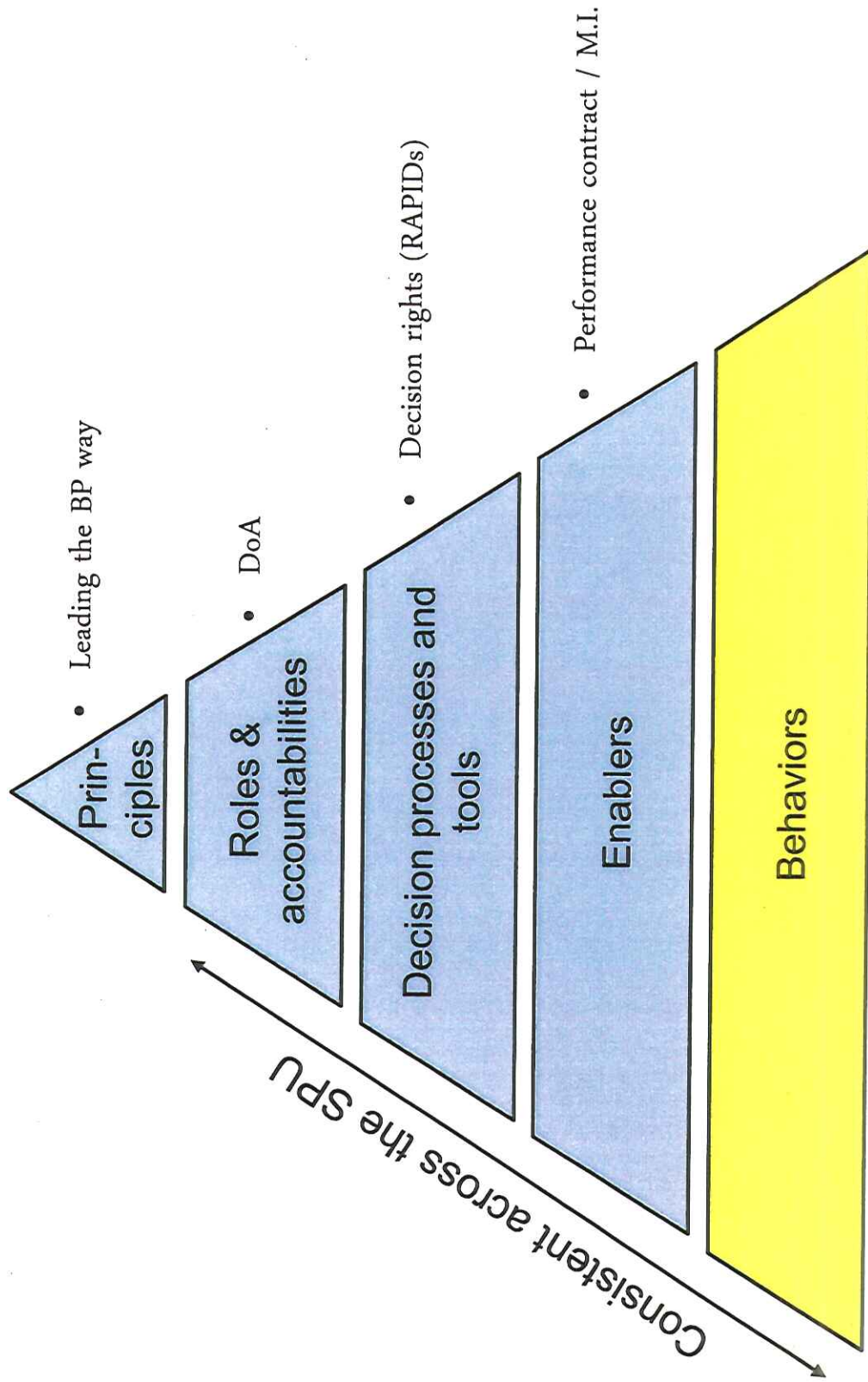
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Source: Bain high performance organisation database (n=430)

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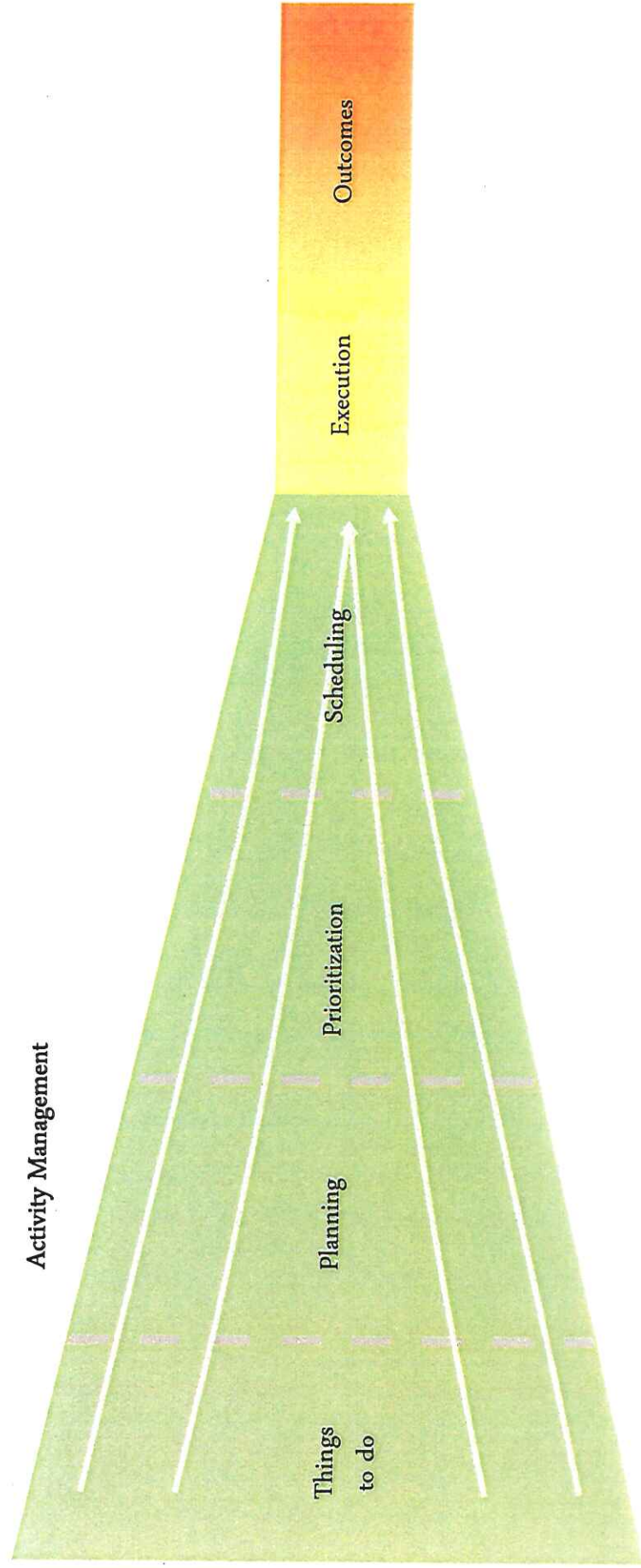
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As a BP leader, I:

Value expertise

- Apply business rigour and judgement
- Command respect for professional excellence
- Generate talent for the enterprise
- Develop capability through continual learning

Energize people

- Motivate and inspire others to succeed
- Foster effective teamwork and collaboration
- Listen for and integrate diverse perspectives
- Give and receive honest feedback

Act decisively

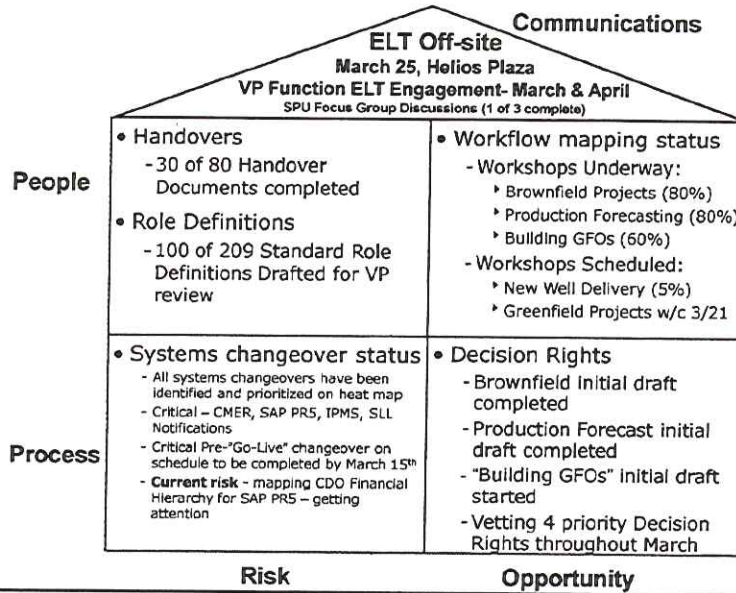
- Set clear direction, priorities, and boundaries
- Demonstrate relentless drive and determination
- Make tough decisions and see them through
- Speak out and do the right thing for BP

Deliver results

- Manage risk and drive safe, reliable and efficient operations
- Standardize, simplify and reduce complexity
- Drive continuous improvement
- Manage performance rigorously and hold others to account
- Escalate against demanding competitive benchmarks

Leading the BP way

Transition Plan Update (3/10/2010)



Go-Live target - April 14



Transition Plan Update (3/10/2010)



Communications

ELT Off-site

March 25, Helios Plaza

VP Function ELT Engagement- March & April

SPU Focus Group Discussions (1 of 3 complete)

<ul style="list-style-type: none"> • Handovers <ul style="list-style-type: none"> - 30 of 80 Handover Documents completed • Role Definitions <ul style="list-style-type: none"> - 100 of 209 Standard Role Definitions Drafted for VP review 	<ul style="list-style-type: none"> • Workflow mapping status <ul style="list-style-type: none"> - Workshops Underway: <ul style="list-style-type: none"> ▸ Brownfield Projects (80%) ▸ Production Forecasting (80%) ▸ Building GFOs (60%) - Workshops Scheduled: <ul style="list-style-type: none"> ▸ New Well Delivery (5%) ▸ Greenfield Projects w/c 3/21
<ul style="list-style-type: none"> • Systems changeover status <ul style="list-style-type: none"> - All systems changeovers have been identified and prioritized on heat map - Critical - CMER, SAP PR5, IPMS, SLL Notifications - Critical Pre-"Go-Live" changeover on schedule to be completed by March 15th - Current risk - mapping CDO Financial Hierarchy for SAP PR5 - getting attention 	<ul style="list-style-type: none"> • Decision Rights <ul style="list-style-type: none"> - Brownfield initial draft completed - Production Forecast initial draft completed - "Building GFOs" initial draft started - Vetting 4 priority Decision Rights throughout March

People

Process

Go-Live
target -
April 14

Risk

Opportunity

Role Profile



- To be completed only for new roles
- Where appropriate, build on the current R&Rs identified in the blueprint design
- Identify key challenges in the role
- Identify scope of the role, if known. For example, # and types of roles reporting to the position, production, capital/opex, project size, etc
- Identify skills, competencies, education required for the role. This could be license, degree, specific kind of experience/expertise. Be as specific as possible.

CDO VP Resource roles and responsibilities



VP Resource

Responsibilities:

- Consistency: standard application of good practice (and resulting workflows & products) in CDO and seamless handover at the interface (from Exploration to CDO and from CDO to SPU)
 - MPCP, BtBCP
 - BP Way for SS&W (Integrated Subsurface Description, Reservoir Uncertainty Statement and Management, Depletion Plan, Initial Surveillance Plans)
- People: appropriate and timely deployment of skills
- Learning: capture & application by project stage & type
 - Benchmarks (e.g. pace, staffing numbers, products)
- Technology: application of proven technologies to underpin Depletion and LoF Plans
 - Integrated Deployment Plans built into Projects
 - Integrated Requirements linked to Long Term Research

Key Challenges in the Role:

Scope of the role (if known):

Skills/Competencies/Experience required for the role (education, licenses, etc):