Managing Change and Complexity in Energy Sector

The Challenge

A global integrated energy company moved from a heritage subsurface software toolkit to a new more robust version that impacted more than 2000 people in its global subsurface workforce. The new software is used in a wide range of activities. The company also needed to standardize global subsurface workflows to make operations more efficient and integrated across the global subsurface work teams. These workflows compile and standardize divergent - locally developed subsurface workflows into a global source of standardized best practices to be utilized throughout the company’s subsurface community. Implementing such a system, with such a wide reach, was going to require not only systems training, and workforce enablement, but change management on the new processes.

A core taskforce was created to manage all four core components of this significant organizational effort. The taskforce involved personnel from the Subsurface, Data Management, IT&S communities, plus the company’s learning community, supported by Xerox Global Learning Services, and the software vendor company, a global player in energy services.

To make the biggest impact, Xerox Learning guided the vendor company in the creation of learner-centered facilitated programs to address the toolkit deployment and the workflow deployment. The design and development process required heavy engagement between the energy company’s technical specialists and the Xerox team, as well as the vendor company’s technical experts throughout the learning intervention design and development cycles, coupled with rigorous quality assurance processes to ensure that the new programs launched would be successful.

How do you ensure three very different organizations work together to achieve such an ambitious goal?
The Toolkit Curriculum included:

- One-hour eLearning Content
- Fundamentals and Foundation Level ILT Learning Interventions followed by Vendor & Internal Bubble Support
- Advanced Electives Blended Learning Interventions by Vendor & Internal Staff (ILT, Lunch & Learn, eLearning, Video, Smartphone/Tablet access)

Critical to the success of this program was the use of expert vendor-supplied facilitators. Their capabilities and skills in a guide-on-the-side model, rather than their typical full lecture, coupled with shadowing by the learners, was handled through extensive training designed and developed by the Xerox Learning’s instructional design team for the energy company’s facilitation team. The toolkit vendor identified over 20 of their facilitators to receive the new facilitator skills training provided by the energy company and Xerox.

“I really did learn a lot from these courses. It was not what I was expecting. I am really excited about getting back to the office and using the toolkit on my projects.”

– An eager participant after the pilot
The Solution—Subsurface Workflow Curriculum

Another example of multi-organizational teamwork was the learning intervention required for the rollout of the new workflows for the regional workflow champions and team leaders. Is this part of the overall program there was a concerted effort to engage the champions and team leaders in the workflows using several challenging games and activities in finding tasks for specific roles, finding and listing various outputs expected from given workflows, and so on. The Xerox learning consultant worked closely with the organization’s lead workflow champion to conceptualize/design and develop an extremely successful three-day workshop to prepare the regional leaders/champions for change management and learning required to use the workflow portal and to pass that capability on to the global subsurface community.

The Results

Long-term success, as the program is rolled out to the global workforce, is dependent upon a courseware maintenance plan developed by Xerox for the energy company and the toolkit vendor that detailed semi-annual updates. These maintenance updates are triggered at 180 day intervals during the two year global deployment and would revert to normal energy company annual updating maintenance plans when deployment is completed and the courses would then be considered routine.

Not only were the vendor facilitators excited about the pilot toolkit program delivery, but the participants in the program had a very positive reaction, as well. Directly after the pilot, one eager participant was quoted as having said, “I really did learn a lot from these courses. It was not what I was expecting. I am really excited about getting back to the office and using the toolkit on my projects.” The impact not only ensured that the company’s subsurface personnel were prepared for the new software launch, but also that the toolkit vendor learning services team was planning to adapt what they learned from Xerox Learning Services into future curricula and course design, development, and implementation efforts.
Global Subsurface Workflow
Web Portal

Finally, since a critical component of the project was to capitalize on the best practices subsurface workflows, a single-source repository to house the workflows was necessary. The energy company’s communities provided the engineering, geosciences, and information technology content for the workflows, and Xerox Learning Services conceptualized and helped establish a web portal with wiki search capabilities, in a form of a performance support tool for technical staff. This portal is capable of providing the various subsurface workflows and their associated inputs and outputs, work templates, and individual and team responsibilities for any given workflow for use in global and regional settings.

The new workflow portal is fully operational and serves this same staff with accessible information from expert sources. And, of course, the partnership created between the energy company and Xerox will better enable organizational success for the energy company’s subsurface community.

This extensive learning intervention deployment program is expected to reach some 2000 subsurface personnel globally by the end of 2016. We, at Xerox Learning Services, are thrilled at the opportunity to have worked this program and even more thrilled at its success.