

NIGERIA

PEOPLE IN ENERGY



SW

SHELL WORLD APRIL 2013

IAN RETIRES

AS MARKUS RETURNS

Mutiu Sunmonu

On Transformational Leadership

SODA Project Team

Wins CEO's HSSE & SP Award

UI Impact Awards

Meet the Winners

UN Certifies

Afam Power Plant

welcome

WELCOME TO SHELL WORLD NIGERIA APRIL 2013 EDITION

In this international issue, our cover is on Ian Craig, former EVP Sub Saharan Africa. We also share with you news on the International Women's Day celebrations, Upstream International Impact Awards and the CEO's HSSE & SP Award. There's a story on the UN certification of SPDC's Afam power plant. The certification is the first energy efficiency project to be registered in Nigeria based on power generation. It now joins 5,000 projects registered world-wide, and brings the total to five in Nigeria. 'Women in Energy' column features Belinda Ikazboh who's on an international assignment in The Netherlands. Our retiree for the issue is Charles Williams who retired after 41 years with Shell Americas.

We also have stories on leadership. The Shell Companies in Nigeria recently partnered with the Obafemi Awolowo Foundation to award the inaugural Obafemi Awolowo Prize for Leadership at a high profile ceremony held in Lagos. Mutiu Sunmonu Country Chair, Shell Companies in Nigeria and MD The Shell Petroleum Development Company of Nigeria Limited talks about transformational leadership.

I hope you enjoy reading this issue. I welcome your feedback. Please, send your letters to the editor at: a.isong@shell.com.



Anietie Isong

Editor Shell World Nigeria



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Ian Craig

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Shell is represented by the following companies in Nigeria: Shell Petroleum Development Company of Nigeria (SPDC) Joint Venture; Shell Nigeria Exploration and Production Company (SNEPCo); Shell Nigeria Gas (SNG); Shell Nigeria Closed Pension Fund Administrator (SNCPFA); Nigeria LNG limited and Shell Exploration and Production Africa (SEPA).

Your Magazine

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Please, send your letters to
The Editor, Shell World Nigeria,
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Make your contributions short to enable us publish them. The editor however reserves the right to edit your letters before publication.
Thank you.



International Women's Day

THE GENDER AGENDA GAINING MOMENTUM

International Women's Day (IWD) as we know it today, was initiated by the United Nations in 1975 and formally adopted in December 1977 by the UN General Assembly as a day to be observed by member states to celebrate the economic, political and social achievements of women worldwide.

This year, Shell Nigeria did just that. The Shell Women's Network hosted over 400 SCiN employees in a grand ceremony on March 8, 2013. Shell men and women stepped away from their busy schedules in Lagos, Port-Harcourt, Warri, Abuja and Forcados Terminal to celebrate women and hear from guest speakers, Mrs. Amina Oyagbola (HR Executive, MTN Nigeria Communications Ltd) and Ms. Anu Garg-Burk (VP HR Learning & OE) who was on a working visit to Nigeria.

Addressing the 2013 theme, "The Gender Agenda" Anu emphasized the need for Shell Group to continue in its efforts to create a conducive and enabling work environment for women, especially in operations and offshore locations. She also advised women on "must-do's for success."

"Set clear goals and boundaries, make choices that are consistent with your personal values, take time to collaborate and connect with people of diverse teams and backgrounds, have

a stakeholder map and following through with it, and finally, be yourself at all times," she said.

Ex-Shell staff, Amina Oyagbola echoed those sentiments. She argued that nations which give women equal opportunities to contribute to the socio-economic growth of the public and private sectors are better off.

"Women represent a significant portion of the population. With the right infrastructure and support systems in place, we get the job done!" she said.

The climax of the programme was the announcement of the top three winners of an essay competition organized to mark the 2013 IWD celebrations. The essay competition on "Women as agents of change" was open to all SCiN staff. A total of 15 entries were received and assessed by a diverse team of judges across the Shell locations. The winner's appearance to receive a plaque was followed by a flurry of excitement. Okosun Ayemhenre is a male Trainee Geophysicist in our Port-Harcourt operations.

The event was well attended in a show of support by Shell leadership including, SNEPCo, MD Chike Onyejekwe, VP HR, Osagie Okunbor, GM Development, Bayo Ojuluri, SNEPCo Finance Director, Ralph Wetzels and MD SNCPFA, Yemisi Ayeni amongst many others.



Shell stands out at NOG 2013



VIPs at Shell stand

At the 2013 Nigerian Oil and Gas (NOG) Conference and Exhibition in Abuja, the Shell Nigeria exhibition stand was the toast of visitors, exhibitors and delegates as they thronged the stand to learn more about Shell Nigeria. SPDC's Health-in-Motion which has become a staple of this exhibition was on hand to offer free medical services to all.

Shell leadership were well represented at the conference too. Managing Director SPDC and Country Chair of Shell Companies in Nigeria, Mutiu Sunmonu presented a paper on "The Nigeria Oil & Gas Industry Moving Forward – What are the Next Steps?" GM Sustainable Development & Community Relations Manager, Nedo Osayande and GM Nigerian Content Development, Igo Weli led panel discussions on "What has Been Achieved in Creating Win-Win Solutions for all Stakeholders in the Niger Delta Region?" and "Nigerian Content Implementation So Far: How do the

Different Stakeholders Interpret the Nigerian Content Act?" respectively.

With the theme "A New Dawn for the Nigerian Oil and Gas Industry", the NOG provided a platform for various policymakers to deliberate on issues affecting the future of oil and gas development in Nigeria. The event was attended by the Minister of Petroleum

Resources, Diezani Alison-Madueke, the Group Managing Director of Nigerian National Petroleum Corporation (NNPC), Andrew Yakubu, and the Director of Department of Petroleum Resources, Osten Olorunsola, among other top brass in the oil and gas industry.



Visitors at Shell stand

P&T Leadership Team Visit to Nigeria

Eelco von Meyenfeldt (VP Development Operated), Sjoerd Brouwer (VP Wells Operated), Bill Henry (VP Development Engineering & Deepwater) and Graham Henley (VP Projects Operated) all of Projects and Technology (P&T) and their team were in Nigeria recently to familiarise themselves with the projects in UIO/G and gain awareness of the key challenges facing the region in the delivery of projects.

VPs discussing



The hosts

The VPs used the opportunity for face-to-face meetings with P&T staff and other staff reporting within the UIO organisation. While in Port Harcourt Eelco and Graham visited the Saipem Engineering Fabrication Yard at Rumuolumeni and HPEB-129 at Gbaran Ubie while Sjoerd Brouwer and the GM Wells, Isaac Iyamu visited the Central Processing Facility in Gbaran-Ubie enroute the Hilong 2 drilling rig.

The visiting VPs discussed with their hosts (Bayo Ojulari, GM Development; Isaac Iyamu, GM Wells Operated and Toyin Olagunju GM Projects Operated) modalities for working seamlessly together to achieve top quartile projects delivery in the region.

Town hall meetings were held with a cross section of Wells, Projects and Development technical staff in Warri, Port Harcourt and Lagos where the VPs reiterated the ongoing Group Strategy Refresh to the staff.

In the past, Andy Brown, UI Director has spoken about collaboration between UI and P&T. He said: "This is an opportunity to

reinforce the strength of P&T as a delivery organisation and further cement our relationship. We will drive hydrocarbon maturation and enhance continuity by involving P&T from the start to the end of the funnel. P&T will become accountable overall for Wells Engineering and Completion, Projects, and Project Engineering to consistently achieve top-quartile results."

Matthias Bichsel, P&T Director believes that the alignment makes the interdependence of the Shell structure stronger and more explicit across "P&T, UI, UA and DS". He said: "There is now greater clarity for our Front-End Development Managers and Project Managers to work closely with Business Opportunity Managers across the TECOP space. This is an exciting time for Shell to leverage our strengths, drive value integration, and succeed."

SODA Project Team Wins CEO's HSSE & SP Award



Some members of the SODA team

SPDC's Southern Swamp Associated Gas Solution, Olokola LNG, Domestic Gas, Associated Gas Solutions (SODA) Project Team has won the 2012 Chief Executive Officer's Health, Safety, Security, Environment (HSSE) and Social Performance (SP) Award, which is the highest in the discipline category in the Shell Group. The SoDA portfolio comprises the Southern Swamp Associated Gas Solutions, Forcados Yokri Integrated Project, Domgas, and Associated Gas Solutions-1 projects.

The prize is given in recognition of individuals and teams who show visible leadership on health, safety, security, environment and social performance, as well as empower others to do the right thing and demonstrate Shell's five behavioural imperatives.

Presenting the award at Shell Headquarters, in the Hague, via video conference on December 18, 2012, Royal Dutch Shell Chief Executive Officer, Peter Voser said: "To me, this is a striking example that operating safely in a harsh and challenging environment can be done."

The Shell CEO congratulated the team, adding: "I will use this example as a mirror for

operations in less challenging environments with safety performance issues."

The CEO's HSSE and SP Awards have honoured exceptional contributions to improving Shell's performance in the areas of health, safety, security, environment and social performance for the last six years. With more than 200 nominations from Shell staff around the world, including contractors and staff working in joint ventures, 16 awards were received in recognition of outstanding HSSE and SP achievements in the team, special merit and individual hero categories.

Based on the overwhelming number of nominations, the carefully selected impartial judges had concluded that the SODA Project Team no doubt achieved outstanding HSSE performance in a challenging and high risk environment and recommend them for the awards.

The team is charged with delivering critical projects in the Niger Delta targeted at supplying feed gas to the domestic grid while also implementing strategic flares-down solutions on existing facilities where associated gas is being flared.

Challenges faced by the team include working with a high number of unskilled local labour in hard-to-reach locations, with high road transport exposure in an environment of sub-standard or failed roads, and difficult creeks and rivers under the control of restive youth.

The SODA team attributes its safety performance success to visible leadership commitment demonstrated through regular site visits, rigorous frontline supervision, proactive safety campaigns and behavioural safety programmes such as the "Injury Free Club".

Some of the milestones recorded include: 5 million man-hours LTI/fatality free as of the end of February 2012, 10 million man-hours LTI/fatality free as of early October 2012, and 11.5 million man-hours LTI/Fatality free by end December 2012.



Ian retires as Markus returns



Guests

Farewell ceremonies in locations mark changing of the guard. Precious Okolobo reports.

For four days, former Executive Vice President Ian Craig and his successor Markus Droll breezed through Abuja, Port Harcourt and Lagos to reconnect with friends and colleagues at parties, as the leadership change in Shell Nigeria and Gabon got underway. Various speeches at the events indicated that Nigeria (and Gabon) will miss

Cutting the cake



Ian and that people wished that the chartered engineer would continue to lend his expertise and experience to the benefit of the Shell Group, whichever way possible.

Abuja kicked off the parties just as the industry thronged the Nigerian capital for the 13th Nigeria Oil and Gas Conference. Government officials and captains of industry, among them the GMD of NNPC, Andy Yakubu, filed into the Management Guest House on the evening of February 19, for the first in a series of parties. SPDC MD and Country Chair, Mutiu Sunmonu welcomed guests. "Ian's time in Nigeria has seen tremendous changes in production, HSE, gas flaring and other business issues. We will definitely miss him, and ready to support Markus to achieve even more." Wale Tinubu, Group CEO of Oando plc echoed the sentiments when he described Ian as "an oil and gas executive with an uncommon touch." He wished him well in his retirement.

MD SNEPCo, handed out the corporate gifts to Ian and Markus, a typical northern Nigerian attire of kaftan and trousers, and went on to supervise their dressing up. Ian

and Markus were virtually unrecognisable in their outfits when they got up to respond. Ian returned the compliments showered on him and attributed the "modest achievements" to the cooperation of everyone in Shell Nigeria and Gabon. Talking of his future plans, he declared to the chuckle of guests, "You can take the old man out of Shell, but you cannot take Shell out of him."

Markus, who left Nigeria as Vice President, Technical in 2009, said he was pleased to return. "Jeanette and I feel we've never left as we came to the familiar streets and scenes in Lagos and Nigeria. We look forward to taking up where Ian left and hope to add value."

Next stop was Port Harcourt two days later, where a staff briefing preceded the farewell ceremony. After addressing staff, Ian and Markus changed from western suits to traditional Rivers State attires, accessorised with matching jewellery, hats and walking sticks.

After the welcome formalities and entertainment by the Iwotoru Ogbo dance group from Bayelsa State, staff were given the chance to air their views on Ian. GM Nigeria, Operated, Toyin Olagunju said he was pleased with the "strong support" Ian gave to project implementation. "This support has led to safe and quick execution of projects," he added. In his remarks, Ian thanked staff for their co-operation and wished the same for his successor. Markus

Osten Olorunsola and Markus Droll in Abuja





Dancing time

promised to step into the big shoes left by Ian and asked everyone for help in doing so. Staff in Lagos attended a “drinks session” with Ian and Markus, who turned up also dressed in traditional Yoruba dress of buba and sokoto and matching caps. SNEPCo hosted the party, and Chike was on hand to welcome guests. A notable remark at the brief session came from the PENGASSAN Chairman, Shell branch, Sarah Ajose-Adeogun. Commending Ian for a “fruitful tenure” she called for more interactions and engagements with “interest groups” such as the Shell Women Network and the staff unions. Vice President HR, Osagie Okunbor gave the vote of thanks as he previously did in Abuja and Port Harcourt.

The grand finale took place at Eko Hotel on Saturday, March 23, with the cream of society turning up to bid Ian goodbye and

welcome Markus. Jeanette, Markus’s wife was present, although Agnes, Ian’s wife could not attend as she was unavoidably out of Nigeria at the time. SNEPCo also hosted. Chike said: “When you look at the people in the hall, you then get an idea of the depth and breadth of Ian’s work in Nigeria.” Turning to Ian, he said: “We wish you well.”

The citations on Ian and Markus highlighted the milestones of the oil and gas journeys of the two men. Then, a 1.5-minute video captured thoughts on Ian’s performance.

A visibly moved Ian said he was leaving Nigeria with mixed feelings. “Retirement is an interesting prospect; you do not worry about deadlines and targets. And that is what really worries me... that somehow you fade off. But as I said before, you can take

the old man out of Shell, but you can’t take Shell out of the old man.” Markus expressed similar sentiments. “I’m happy to be back here; it is another opportunity to contribute to the development of Nigeria and Gabon.”

General Manager, Communications, Philip Mshelbila, gave the vote of thanks. He said: “We’ve all heard Ian seems to be unsure of his future moves. I have a good suggestion. He can consider becoming a model for Nigerian clothing on the international arena. I say this because he looks cute in our attire.”

Ian has not responded to this suggestion.



UN Certifies Afam Power Plant

In early January 2013, the Afam VI power plant passed a major milestone when it was approved and registered as a Clean Development Mechanism (CDM) project by the United Nations Executive Board for Climate Change.



GM Safety and Environment Rob Munster, Environment Manager, Oby Moore & Head Env. Conservation, CDM & CO₂ Management, Stanley Amam

Registration means that energy produced by the combined-cycle gas turbine will earn SPDC emission reduction credits that can be traded or sold, for example to developed countries under the Kyoto protocol or, in Europe, companies covered by the EU Emissions Trading System (ETS).

The registration of the Afam CDM project is a first for Shell, and it's the first energy efficiency project to be registered in Nigeria based on power generation. It now joins 5,000 projects registered world-wide, and brings the total to five in Nigeria.

Built by the Shell Petroleum Development Company of Nigeria (SPDC), the Afam VI power plant in Nigeria is a 650 MW combined-cycle gas turbine fuelled by natural gas from the Okoloma field, supplying electricity to the national grid. It was constructed by SPDC in 2005 as a build-own-operate power plant in Rivers State. The plant has increased the country's power generating capacity and gas supply by around 15-20% - boosting energy supplies to homes and businesses frequently affected by electricity shortages and blackouts.

Afam VI is an energy-efficiency plant. Compared to a conventional open-cycle gas turbine plant, its greatly improved thermal efficiency gives it the potential to reduce greenhouse gas emissions from power generation, saving over 500,000

tonnes of CO₂ emissions per year. Apart from its sustainability credentials, it's also expected to generate up to \$5 million per year in revenue for SPDC for the next decade.

Registration also marks the end of a long and often challenging journey that began in 2003, when Shell took a survey to evaluate potential CDM projects across the business as part of the World Bank Secretariat for the Global Gas Flaring Reduction (GGFR) public-private partnership.

In late 2004, the GGFR adopted the Afam CDM project as its flagship project on gas flaring reduction, later providing guidance and paying for its development. SPDC completed the project documentation and proposed a new methodology combining the dual benefits of gas utilisation and displacement of off-grid diesel offsets.

In 2007 the methodology was extensively reviewed by the UN's CDM Methodology Panel. Although SPDC's proposal wasn't accepted, it did give rise to a modification of the CDM tool for calculating the emission factor for an electricity system to include consideration for off-grid power plants. "This tool is now referenced in new power projects that displace off-grid generation - an achievement for SPDC, and highly applicable to many developing countries with grid intermittency problems," says Stanley Amam,

Head Environment Conservation, CDM & CO₂ and project lead.

Environment Manager, Oby Moore says: "I am very pleased with the United Nations Clean Development Mechanism Executive Board's approval and registration of the Afam CDM project. This is a remarkable achievement from many years of hard work and determination. This record affirms SPDC's commitment towards achieving top quartile performance in environmental management."

With support from Shell leaders in Nigeria, SPDC repackaged the Afam CDM project, which was completed and audited by Det Norske Veritas on behalf of the UN in July 2010, then finally registered by the United Nations on January 2, 2013.

The news was well received by UI Director Andy Brown and Babs Omotowa, MD Nigeria LNG and former VP HSE and I&L in Nigeria. Andy said, "This is great news! Well done to the team in Nigeria."

At its peak the Afam VI project employed 3,000 local construction workers and Nigerians made up 95% of the labour force. The project also connected 16 local communities near the plant to the electricity grid for the first time.

SCiN and Awo Foundation Promote Transformational Leadership



LR: Vice President Namadi Sambo, Wole Soyinka and Emeka Anyaoku

The Shell Companies in Nigeria (SCiN) partnered with the Obafemi Awolowo Foundation to award the inaugural Obafemi Awolowo Prize for Leadership at a high profile ceremony held in Lagos in March.

Professor Wole Soyinka, the first African Nobel Laureate, won the Prize for Leadership. In his acceptance lecture, he said, "I was a beneficiary of the liberal educational policy of the man whose memory we are here to honour...and today, I find myself recipient of yet another largesse, an inestimable honour at the hands—albeit post-humously—of that same sage".

General Manager, Development Bayo Ojulari, who represented SCiN said,

"It is an honour to collaborate with such a prestigious organisation. Our sponsorship of this event is evidence of SCiN's desire to nurture relationships with bodies committed to promoting leadership and education in Nigeria."

Chief Obafemi Awolowo was a leader on several fronts. He was the first Premier of the Western Region, he pioneered free primary education and the first television service in Africa. He also founded Tribune, the oldest surviving privately-owned Nigerian newspaper. He is remembered as an advocate for nationalism and independence.

The Chairman of the Selection Committee, Chief Emeka Anyaoku, a former Common-

wealth Secretary General, said Soyinka "consistently demonstrated the core attributes that characterised the leadership style of Awolowo."

The event was well attended by dignitaries including Vice President, Namadi Sambo, traditional leaders, General Yakubu Gowon; the Executive Governors of Oyo, Osun, Ekiti, Ogun, Ondo and Niger State, Former Governor of Lagos State, Senator Bola Ahmed Tinubu, amongst many others.



Transformational Leadership — The imperative for Nigeria's future

Country Chair, Shell Companies in Nigeria and MD SPDC, Mutiu Sunmonu gave the University of Lagos 50th Anniversary Lecture. Below are excerpts.

I am pleased to be here to talk about transformational leadership and Nigeria's future. But first, you must allow me to reminisce! Being here reminds me of my wonderful student days. I graduated from this great University in 1977 with a degree in Mathematics and Computer Science. This campus was home for four years. What a transformation it has undergone! Current students of this great institution should be proud. You are not just members of a University community that has built a legacy of excellence. You are part of the student body of an institution that is steeped in Nigerian post-colonial history.

A changing world

When I graduated over 30 years ago, Information and Communication Technology (ICT) was creating a real buzz. It promised to change lives and create a better world, to super-charge science and engineering and transform economies. Well, you know all too well that ICT has delivered on these promises and continues to transform our lives. Look at mobile phones for instance. Many of us have Blackberries and other smart phones. And you can even listen to UNILAG FM on your phones!

There's no doubt that ICT has changed the way we live. Our world is changing too. The year 2011 saw a significant milestone: the Earth's 7 billionth person was born. If you compare seven billion with the estimated three billion when I was a student, and six billion in 1999, you can see that the world is currently in the midst of the greatest demographic upheaval in human history. Population growth is creating a major challenge for the global energy system. This means we must produce far more energy for a world with far more people. Therefore leadership in a dynamic and technologically evolving energy future will

be characterised by a willingness to look towards wider and deeper answers to finding and producing more oil and gas and reducing the environmental impact of fossil fuels.

Political leadership in Nigeria

We know that decades after Nigeria's independence, the most critical challenge confronting us is credible leadership. Many keep asking why we find it difficult to address our leadership problems despite our abundant human resources. Recently, the Mo Ibrahim Foundation announced that it will not award its \$5 million prize that recognises democratically-elected African leaders who excel in office and critically leave when they are supposed to. It's the biggest cash prize available to former leaders of African countries. And yet not one leader was deemed worthy. That is tragic. What is even more tragic is that The 2012 Ibrahim Index of African Governance, published in October states that Nigeria is the worst performer among African powerhouses. Human rights, political freedom, transparency and accountability have deteriorated over the last six years, according to the report. Nigeria, South Africa, Kenya and Egypt dropped in the rankings in two of the four categories used in the index to assess good governance across the continent – safety and rule of law, and participation and human rights. Nigeria was singled out as the worst performer of the four, dropping into the bottom 10 countries in the overall rankings. Our country was ranked 14th out of the 16 countries in West Africa and 43rd out of the 52 countries listed overall.

The Niger Delta

I have lived in the Niger Delta almost all my life and I know firsthand the negative impact on a community when poor, desperate, frustrated young people with nothing to do are



Mutiu Sunmonu

left to fend for themselves. Look at oil theft for instance. The volume of oil which is stolen from the Niger Delta is difficult to estimate but is probably in the region of 150,000 bbls/d. The reality is that the majority of the young people living in the delta remain poor and unemployment is high. And recently, the Trade Union Congress of Nigeria said unemployment in the country was approaching a "worsening" state. The congress said the government had to rise to the challenge by creating an enabling environment before the situation gets out of hand. I know I have painted a negative picture. That said, I am an optimist and I believe that our youth are truly the salvation of this great country. But young people need help.

The role of universities in moulding positive, morally upright young people

Universities can play a huge role in inspiring today's youth to make a positive major impact on the society, and to become the leaders of tomorrow in whatever field they pursue. Cheating and paying for grades will not create transformational leaders. Academic dishonesty is so common nowadays that it seems abnormal for a student not to cheat. In 2002, the West African Examination Council (WAEC) reported that out of just over 909,000 students who sat for the West African School Certificate Examination (WASSCE), about 95,520 were involved in



examination fraud. It was reported that the Joint Admission Matriculation Board (JAMB) withheld a total of 351,708 exam results out of about 5.3 million results between 1999 and 2005 for examination offences.

There have been several allegations of malpractice in many Nigerian universities. Someone's got to raise integrity standards in our educational system! We need teaching and learning methods that emphasise integrity, independence, creativity and the desire to make a difference in society. When I was a student here, there was pride in learning. There was pride in burning the midnight oil. When a student failed his exam, he was asked to re-sit. And students were made to repeat classes when necessary. The idea of money exchanging hands between lecturers and students was inconceivable.

I believe strongly that a university must be dedicated to the pursuit and sharing of truth. I believe too that a university must seek to cultivate discipline in its students. I support enquiry-based learning - an approach in which learning is driven by a process of enquiry shared with the student. This kind of learning can include problem-based learning, small scale investigations, field work, projects and research. Enquiry-based learning helps students take control of their learning as they progress through their degree programme. It encourages them to acquire essential skills for today's highly competitive graduate employment sector.

Spoon-feeding students will not help the country. It will not help the students engage with complex, challenging problems and real-world issues. And eventually, that lack of knowledge gets exposed when it counts. If society is no longer bringing its problems to universities for solutions, then the universities have failed.

Example of transformational leaders

Dilma Rousseff was elected as Brazil's first female president in October 2010, taking

over from the charismatic and popular Luiz Inacio Lula da Silva. In the two years since then, she has proven to be a popular leader, despite a very different style to her predecessor. She is known to dislike postponing decisions and never accepts half-finished solutions. This tough approach is seen as a major feature of her administration.

Her image as a firm leader, combined with the country's economic stability, have helped to give Ms Rousseff's administration an approval rating of 59% - the highest since 1989, when the country held its first direct elections after two decades of military dictatorship. President Dilma Rousseff was on the cover of Forbes Magazine, which rated her as the third most powerful woman in the world, after Germany's Chancellor Angela Merkel and US Secretary of State Hillary Clinton. No wonder Brazil has developed a huge ethanol industry that reduces that country's carbon footprint and dependence on imports while boosting local agriculture.

A transformational leader engages with others and creates a connection that raises the level of motivation and morality in both the leader and the follower. President Barack Obama is another good example. Obama's exposure came through one of his speeches in the presidential campaign. 'Yes We Can' was uttered in a losing speech - Obama had just been defeated by Hilary Clinton in the New Hampshire primary - but that now iconic statement became the mantra of hope and victory, both for the candidate and for his supporters. Obama went on to win the elections and committed to helping the middle-class. Why? The majority of American citizens are middle-class. President Obama supports better education. In a recent speech, he said: "Education was the gateway to opportunity for me. It was the gateway for Michelle. And now more than ever, it is the gateway to a middle-class life."

President Dilma Rousseff and President Barack Obama. Two unlikely success stories in America and Brazil, are two leaders that have

connected well with their people and indeed, people all over the world. They may not have eradicated unemployment in their countries, but they have certainly demonstrated a desire to help their people.

In Nigeria, we need leaders who can connect with the people. Leaders who know that many young people don't have jobs. Leaders who believe in real education. Leaders who face the hard facts and make the tough calls. Our country depends on the oil industry for approximately 95% of export earnings and 80% of government revenue. But the oil and gas landscape in Africa is changing and not necessarily in Nigeria's favour. We cannot ignore this. There have recently been large discoveries of gas in East Africa (more than 100 TCF in one block in Mozambique for example) and additional finds in West Africa - notably in Ghana. There are also good prospects offshore South Africa and Gabon and potential in Equatorial Guinea. We have enjoyed the title of the "Giant of Africa" for so long. We risk losing that title and we ought to worry about the future. Foreign investors now have more options. We need leaders with charisma who can make the tough calls so that Nigeria remains an investment destination given the presence of attractive resources. We must work together to make this happen.

Final word for universities

Universities play a critical role in shaping future leaders. That is why I was pleased to hear that the Federal Government of Nigeria has set aside money for intervention in Nigerian universities, polytechnics and colleges of education through the Tertiary Education Trust Fund. But I would like to see our universities do more. Not only should you educate the leaders and workforces of the future, your research should deliver the breakthroughs and advances that keep business and industry competitive, improve quality of life, and help to enhance community cohesion.





Hanging out with Ubaka Emelumadu

Some graduate trainees from SPDC met up with the GM Gas, Ubaka Emelumadu. One of the trainees, Osemhen Akhibi reports.

It started with my email: "Maybe I could invite you to our graduate forum?" "That's fine", the GM replied. "We will need some synchronisation as I am in Lagos."

I couldn't believe how easy it was to discuss with Ubaka Emelumadu, GM Gas. He made no fuss meeting with some of us graduate trainees at the Koroshe Restaurant of the Shell Club, Port Harcourt.

It wasn't a formal event. We had drinks at the bar as he regaled us with tales of what life was like in Shell when he joined in 1980 as a Production Geologist. (Most of us weren't born then!) He spoke about his childhood: growing up in Port Harcourt, and why the city's nickname is "Garden City". Apparently, in those days most streets were lined with trees.

Talk turned to the peculiar challenges of doing business in the Niger Delta, with the graduates wanting to compare "then" and "now". The GM said that then, the

communities welcomed oil workers, especially well site engineers, and would often cook for them. He contrasted it with the situation now where, to visit any community, he had to go with armed guards.

He spoke about his career in Shell spanning stints with Production Geology, Planning & Economics, ELAN Implementation, Transformation, (Change Management), SAP Implementation, Community Affairs, Gas and the Industry advocacy group Oil Producers Trade Section (OPTS). He revealed, with a smile, that his nickname had been "Mr. Fix-It", for his ability to get things done. Emelumadu's secret? "You need to know and be clear on what has to be done, focus on it and get it done. If you need someone to do his job before you can do yours and he is a blocker, sometimes you need to borrow size 15 boots from someone who has them and make the person you're waiting for, do his job. No matter what, he has to get it done."



Ubaka Emelumadu

The GM shared advice on getting things done. "Walk the corridor and sit down to discuss with someone instead of emailing. You'll get faster responses and keep your inbox uncluttered. Plus, it's healthier!" He also spoke about avoiding the danger of over-processing in providing information to superiors, especially when they have to make decisions.

Over dinner, one of the graduates asked about his hobbies and he replied, "Playing with my toys (three tablets) and my high-end computer I assembled myself while watching Arsenal play." This led to a discussion on computer hardware and all the graduates were startled to learn that a man of his age would know about clocking speeds of processors, CPU heat sinks and graphics cards.

Emelumadu rounded off by advising that we should not let praise get to our heads, but concentrate on demanding feedback for improvement areas.

It was a wonderful outing. We all enjoyed it and wanted to meet up again.



The GM with the graduate trainees



Adaobi Oniwinde gets inspired by a painter...



He first came to my attention at the Sustainable Development Community Relations (SDCR) 2012 Road Show in Lagos. He didn't get my attention. He grabbed it!

Ajokpa Emmanuel Egwede didn't just walk unto the stage to tell his story. With belly flat on the ground in full prostration, he told the crowd, "We are in Lagos so I must greet my mummies and daddies, my mentors in Shell with full respect... Not just because we are in Lagos, but because Shell saved my life and has made me the success I am today."

Emmanuel is from Delta State. He is the fifth of nine children. His parents fell on hard times and could only afford to support his primary and secondary school education, so he knew he had to find a way out of poverty and attend a higher institution.

He did attend the Petroleum Training Institute Warri and graduated with a degree in Petroleum Engineering. But Engineering was not his chosen field.

"I once saw an advert that read: **Somewhere Somehow SPDC Has Touched My Life.** I believed that if I studied Engineering, the chances of SPDC touching my life would be great. So I studied Engineering although that was not my first love."

His first love was the arts and painting. His gamble paid off. Today, as a result of a combination of his determination to be affiliated with SPDC and serendipity, his dreams have come true.

With his degree in hand, he pursued his dream and trained himself as an artist and painter, while keeping close ties to his discipline. He joined the Society of Petroleum Engineers and attended a meeting that changed his life forever.

"I stood up for an older gentleman who did not have a seat...we talked and he told me about the LiveWIRE programme. He took my number and said he would call me. I never expected a call, but he called!"



Ajokpa Emmanuel

Emmanuel got onto SPDC's radar through the LiveWIRE Nigeria programme. In the four years since that phone call, he grew two thriving businesses.

"LiveWIRE gave every award beneficiary a mentor to follow up with, so whenever we had a problem, we would go to them. They gave me so much assistance. LiveWIRE has made me what I am today."

He got the required training and seed money to start a customised card printing business. But in his typical determination, Emmanuel ran the extra mile with the opportunity, aided again by serendipity and good people.

"I attended a mentors' meeting where I met a State Commissioner who gave me a big contract...and from there, I got into house painting. I haven't looked back since." He only looks back to tell me his story and to remind me of where he came from, and how SPDC through LiveWIRE, has allowed him to follow his passion for painting.

"I woke up one morning and had about three different colours of paint in my house. I realised that after mixing these colors, I could get a colour similar to ash. I told my wife that we'd use the entire quantity even if it wasn't enough for the whole area...and that is how we gave my sitting room three different colours." As if this story couldn't be any more dreamlike, Emmanuel explains how his Warri-based business started getting jobs in Lagos.

"One day after we completed a painting job, a man walked into my room and was wowed by what he saw. He asked for the painter to paint his house in Warri...After convincing him

that I was the painter, I went to Warri and painted his house. He was so overwhelmed that he took pictures of the work and sent them to his friends in Lagos by email. So that is how I started painting houses."

Emmanuel has also done a job in Ghana. He told the Lagos crowd that as grateful as he is to SPDC, he would not consider a staff position with the company. In his words: "I can't earn salary again o!"

His reluctance to join the corporate world is nothing against SPDC. He tells me he has also turned down offers from a multi-national paint manufacturer.

"One day a Manager walked into a restaurant and asked for the person who painted the wall. He was given my phone number and I was invited to their office for a job interview. I asked them how much I would be paid. I rejected the offer and only agreed to buy their paints on a commission basis. The following week, the agreement was signed and so for every tin of paint I buy, I get a commission." Today, thanks to SPDC and the Shell LiveWIRE Nigeria programme, Ajokpa Emmanuel Egwede employs eight staff and seven apprentices, including two women and four graduates. All of them are from the Niger Delta and he says, all proud beneficiaries of a life touched by SPDC.

Asked what he would like the world to know about SPDC's impact on his life, he summed it up as such:

"I took my kids to the barbing salon and the barber asked where the father of the children was. I said it was me, and he said, "No you can't be their father." I asked why and he said, "These children look like those whose father is working for an oil company."

In some ways, the barber was right.

For more on Shell LiveWIRE Nigeria go to www.shellnigeria.com/livewire



UI Impact Awards 2012: Meet the Winners



Winners with LT in PH

When Emmanuel Udofia was notified that he was one of those shortlisted for the 2012 UI Impact Awards, he almost fell off his chair. "I wasn't expecting it," he said.

The UI Impact Awards recognise and celebrate teams across Upstream International improving Shell's business and delivering the company's strategy. In 2012, a record 244 nominations were accepted in all seven UI Regions across five categories: Innovation/Sustaining Growth & Reputation, HSSE & Social Performance, Excellence in Project Delivery, Optimising Production and Waste Elimination.

In the former UIG, judges selected five projects as category winners. They are: 'Bonga 2012 Production Target: Closing the Gap' for the Optimising Production category, 'Gbaran Oil

Drilling Campaign' for the Excellence in Project Delivery category, 'SPDC SODA /Domgas Project' for the HSSE & SP category, 'Geomatics help to prevent Bonga Spill from hitting the coast' for the Innovation/Sustaining Growth & Reputation category and 'Relentless Production Improvement – Back to the Basics' for the Waste Elimination category.

The journey began on September 3, 2012 when staff were asked to send in their nominations. The response was remarkable. A total of 61 entries were received, the highest number in UI. The judges whittled down the number to five – an exceptional task. The judges based their decision on the quality and impact of the projects. For instance, on 'Bonga 2012 Production Target: Closing the Gap', they agreed that the Bonga team "demonstrated the leadership attributes of collaboration, working across multiple functions to deliver bottom line performance. They also adopted innovative solutions (rigless acid stimulation) and through effective replication of Group technology, were able to identify a new tool (PU-EOR) and applied it to enhance production. This demonstrated ESSA and fully aligned with our vision to be the world's most competitive and innovative energy company."

The five category winners were forwarded to the then EVP Sub-Saharan Africa, Ian Craig for the selection of an overall winner for UIG. Craig chose 'Bonga 2012 Production Target: Closing the Gap'. His reason? "Apart from the actual production gains realised, the cross-functional collaboration employed in achieving



Impact Awards winners with Ian and Marcus



Impact Awards winners in PH

this result is seen as exemplary, and indicative of what can be achieved in any aspect of the business when there is a high level of collaboration and focus. Furthermore, the use of rigless intervention for acid stimulation is seen as a consolidation and further step in Shell's drive to leverage technology in delivering value – in line with our aspiration to be the most innovative energy company."

Two events were held in Lagos and Port Harcourt to honour the winners. Country Chair Shell Companies in Nigeria and MD SPDC, Mutiu Sunmonu thanked the winners personally. He said: "Whatever we achieve, there's a whole army of people working behind. Leaders must look behind. Thanks for doing a great job."

Gbenga Olatunbosun responded on behalf of the winners. "It is one thing to conceive an idea, nurture it, implement it and see it make an impact but it is quite another thing to get recognised and celebrated for it. The UI Impact Award is a great and commendable idea in that it not only motivates, it also inspires excellence and promotes enterprise first behaviours. On behalf of the Bonga cross-functional awardees I want to say a big thank you to the UIG leadership and to express the team's commitment to do even greater things for the enterprise."



Winners

WASTE ELIMINATION CATEGORY

Relentless production improvement – back to the basics

1. Akosa Obi
2. Olatunde Ajayi
3. Anthony Fagbenro-Byron
4. Kolawole Oni
5. Olayinka Dada
6. Ben Odeh
7. Akeem Adepoju
8. Diekumo Graham-Douglas
9. Joel Ighagbon

OPTIMISING PRODUCTION CATEGORY

Bonga 2012 production target: closing the gap

1. Olugbenga Olatunbosun
2. Ogunsina Oluseye
3. Idris Olatunji
4. Joshua Okosun
5. Lawal Kazeem
6. Olubukonla Anyanwu
7. Agbahara Chidi
8. Emmanuel Udofia
9. Chris Oamen
10. Siji Alawode
11. Iain macdonald
12. Dominic Ebere

HSSE & SP CATEGORY

SPDC SODA /domgas projects

1. Wolter Wielenga
2. Albert Ikolo

INNOVATION/SUSTAINING GROWTH & REPUTATION CATEGORY

Geomatics help to prevent bonga spill from hitting the coast

1. John Macgregor
2. Peter Evarie
3. Steve Keedwell
4. Bola Lasisi
5. Ade Ogunleye
6. Lekan Jenyo

EXCELLENCE IN PROJECT DELIVERY CATEGORY

Gbaran oil drilling campaign

1. Charles Onwuazo
2. Timothy Ibrahim
3. Anayo Okoronkwo
4. Osagie Ekhilise
5. Rao Narahariseti
6. Dele Olabintan

JUDGES

Bayo Ojulari, Rosemary Ifeagwu, Goke Akinrinmade, Philip Mshelbila, Toyin Olagunju, Mark van Latum, Malije Okoye, Freedom Ifeobu, Obi Akosa, Oleg Karpushin, Emmanuel Ogagarue, Chris Koubdje, Rising Egwim, Chris Cargil, Emeka Maduekwe, Colin Lamond



Winners with the LT



'True Love Waits'



Students of the Senior Academy with Shell volunteers

"The whispers in the morning, of lovers sleeping tight ..." sings Jennifer Rush in her ballad 'The Power of Love'. Music has often distorted young people's view of love and relationships. Many girls fantasize about finding love, seeing 'fireworks' and living happily ever after. But 'love' can manifest itself in abuse, a sexually transmitted disease, an unwanted pregnancy and terrible heartbreak.

On February 14 (Valentine's Day), some volunteers in Lagos - Shell Wellness Champions and the Shell Employee Care - through their 'Each One Teach One Initiative' took the annual 'True Love Waits' programme to 150 boys of Methodist Boys' High School, Victoria Island and 30 from Girls' Senior Academy, Sura, Lagos. The aim of the programme was to increase young people's knowledge on prevention of sexual assault and sexually transmitted infections. This year marked the 3rd edition of the programme which is supported by an international NGO - Society for Family Health.

Bakare Samiat Oluwadamilare, a student who took part in the programme said: "This is fantastic and enlightening and I will be glad if it is organised in different schools so that our youths are knowledgeable and guided to make good choices for their lives."

Comprehensive and up-to-date knowledge of the prevention of HIV infection is still lacking among adolescents in Nigeria. During the programme, Shell volunteers talked about

HIV/AIDS prevention and care, sexually transmitted infections and sexual assault among students in secondary schools. Youths are among the most vulnerable group in the HIV/AIDS epidemic in terms of rates of infection, impact, and potential for change.

Student Joy Eghosasere said: "The most interesting outing I have had. It makes me over joyous to be among the beneficiaries. I will be glad if this is done every year... I have taken a vow to abstain from sex till marriage."



Q&A with Staff

KANU IJERE

Kanu Ijere is the Business Relations Manager for SNEPCo. He graduated from the University of Ife (now Obafemi Awolowo University), Ile-Ife in 1986 with a Bachelor of Sciences degree in Electrical/Electronic Engineering, specialising in Telecommunications Technology. He also holds an MBA from the Edinburgh Business School in Scotland.

After the National Youth Service Corps with the Nigerian Army Engineers and a brief stint with GEC Telecommunications as a Maintenance Engineer, Kanu joined The Shell Petroleum Development Co. Limited (SPDC), in 1989 as a Data Communications Engineer in Lagos. "So I virtually witnessed some of the early days of IT introduction to Shell operations in Nigeria. I'm talking about the days when 9.6Kb/s was considered high speed network between computers. I was instrumental in the implementation of the first packet switched (X25) network connecting Lagos to Warri and Port Harcourt (side by side with the pre existing Telex systems). Those were exciting days indeed!"

Kanu's career in Shell has been as varied as it has been interesting. "I have held a number of positions in IT and Telecommunications such as Team Leader Integrated Services, Senior Systems Analyst (Computer Aided Operations) and Major Projects IT Team Lead. I was posted to Brunei Shell (South East Asia) in 1998 as Head IT Strategy, Policy and Standards and returned in 2002 to assume the position of Head Appraisal in the Business Planning and Economics department of SPDC. I was appointed Regional Technology Manager for the Shell Africa Region in 2007, a position I held until 2009 when I was posted to The Hague as Global IT Planning Manager."

Kanu returned to Nigeria in July 2012 to take up his current position of Business Relations Manager for SNEPCo.

Best moment in Shell

Frankly I have had so many 'best moments' that it is difficult to make a choice! Shell is an exciting company to work for. Yes there have



Kanu Ijere

been ups and downs, but it is in my nature to always pick myself up and carry on. Every setback provides valuable lessons for the next 'up'.

How do you relax?

These days I do lot of walking to relax and keep fit. I also listen to audio books (great for the walks) and have built up a considerable library. Together with some friends and colleagues in and outside Shell, we also now have a 'Wakaholics' team and would often walk from Shell Marina offices to the Lekki area after work; a distance of about 12 to 14 km depending on the particular route we choose. Most people think we are crazy, but it's such good fun and we have new joiners every week. Weekends I do occasionally hang out with friends for a drink or two ...need to cut down of course!

Who inspires you and why?

An easy and probably popular choice –

Nelson Mandela. He clearly embodies my idea of greatness in every respect – inspirational without arrogance, fortitude through the difficult days but able to forgive and move on. Most importantly he did not cling to power when he got it. Something a lot of our African leaders just seem incapable of emulating.

Stranded on an island, what one person and one gadget would you wish to have with you?

My wife and my iPad.

What is your perfect day? Have you had such a day yet?

I try to live each day as if it were my last – make them all as perfect as can be – for me and for those around me.



Women in energy

MEET
BELINDA IKAZOBOH



Belinda Ikazoboh is Senior Production Engineer, Maintenance & Integrity Management in Rijswijk, Netherlands. She's one of five colleagues who are working to make life at Shell simpler. How? She is part of teams diving deep into five initial global processes that are fraught with enormous complexity.

Belinda has been with Shell for seven years. Why did she decide to be an engineer? "I chose to be an engineer really early," she said. "I grew up in Benin city and specifically in Ugbowo the university town, and I knew that if I became a doctor I would basically relive my parents' lives, and live within that sphere forever. I wanted a degree that would give me many more options. Engineering does not limit you and you can choose to work as an engineer or even in banking/investment with a degree in engineering. I was so focused on wanting to become an engineer I didn't think of anything else. But now that I think about it, I wouldn't have minded becoming a dancer!"

If she could meet any leader in the world, Belinda said she would like to meet Bill Clinton. "I'd like to ask him how he balanced being the President (and all its responsibilities) with being likeable and approachable. I respect that he seems to be a leader who is fair. I think, as engineers, we should aspire to be like him, in that sense. To be balanced and able to explain what we do in non-technical terms, to a non-technical audience."

Working for a global company

What does Belinda know now that she wished she had known before she first joined Shell? The importance of building relationships, patience and appreciation of cultures and differences, she said. "I've learnt now that it's better to engage people. Yes, you can hold them accountable but it's really about thinking differently, about understanding how people work and what makes people tick, and then applying that to get what you want. So yes, I could have shouted from now till next year, and I would have been justified...but I still wouldn't get my end result. Shell is a global company and has staff with different perspectives and cultures and that is the strength we have. Understanding that and building relationships that bring out the best in people really makes a difference in the quality of work you produce."

Challenges faced in current job

Although Belinda's job is technical, a lot of it is about change management and convincing people that doing something differently from what they are currently doing is the right approach and will give them big benefits. "This is difficult as people are naturally

resistant to change. I handle this by engaging my customers and taking their views seriously. Even when they say 'No', it's usually because they understand better than I do, the challenges of implementing the idea. Worst case scenario: there's a delay till we can take down the barriers. Where we could lose would be in not engaging up-front. Then, it would be difficult to track-back. A lot of what we do is top-driven. "This is our mission, vision..." The technician in the field isn't really interested in your mission and your vision. But tell him that instead of the 10 hours he spends working on a specific job, we could have him working only four and make his life easier. Then, you have his attention!"

Pastime

When Belinda is not working, what does she do? "I love to cook, bake and entertain," she said. "If you ask my friends what they're doing over the weekend, chances are they'll say they're hanging out at my house, eating and having fun. It's important to have a good laugh over a drink. And a bit of dancing!"



Belinda at Bonga

Good Health

WITH
DR. S.O.A LAWAL

POST TRAUMATIC STRESS DISORDER

A MODERN DAY SOCIETY MALADY

SYNONYMS:

- shell shock;
- combat fatigue;
- concentration camp syndrome;
- horror syndrome;
- post traumatic shock syndrome

COMMON PRECIPITATING CAUSES/EVENTS

Victims, sufferers and those who survive traumatic situations such as:

A. H4KA5R3 SYNDROME

H1 Hijack	A3 Armed robbery
H2 Hostage	A4 Assassination
H3 Harassment	A5 Arson
H4 Hired killers	R1 Rituals killers
K Kidnap	R2 Ransom (huge) demands
A1 Abduction	R3 Rape
A2 Assault	

B. WAR

Civilian disaster; natural disasters; ethnic/political/religious violence; plane/rail/road accident; sports accident.

CLINICAL COMPLAINTS/PRESENTATIONS

Remember the mnemonic: **S.I.A.D.H.P.S.C.**

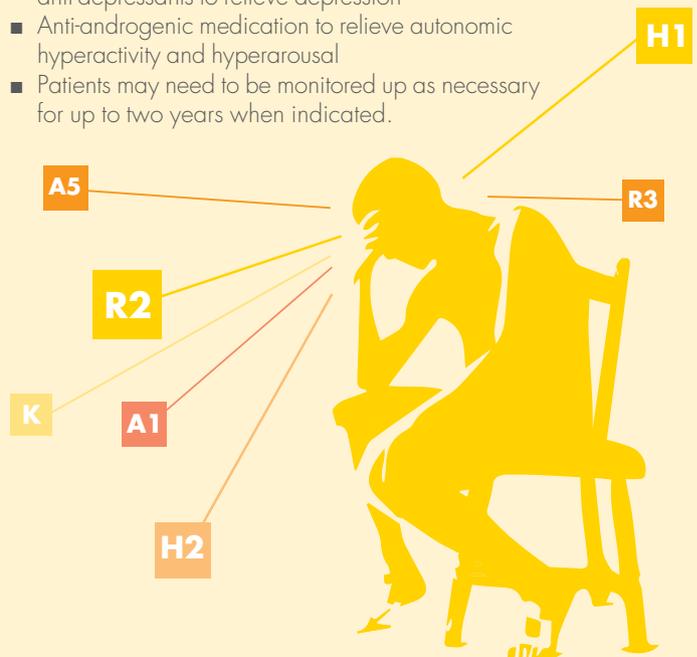
- S Sleep disturbances** – insomnia, hyposomnia, nightmares, wild dreams
- I Intrusive memories of causes/events** – often vivid; flashback
- A Anxiety disorders** – all types
- D Depression** – all types – often variable in onset; not time bound
- H Hyper vigilance** – very sensitive to stimuli and environment and contact with unfamiliar people or situations, over protective, hyper adrenergic state - sweating, body tremor; hyper arousal
- P Panic situation** – easily triggered, in unfamiliar environment or situations
- S Suicidal:** Suicidal tendencies. Good for family members to be aware of this occurrence
- C Combination of above listed**

MIMICKING DIAGNOSES

1. Adjustment disorder
2. Acute stress disorder
3. Schizophrenia
4. Obsessive compulsive disorder
5. Malingering

TREATMENTS

- Individual and group counselling
- Patient(s) education on understanding the nature of the condition
- Psychotherapy for patients, spouses and immediate family members
- Pharmacotherapy – anxiolytics to relieve anxiety and anti-depressants to relieve depression
- Anti-androgenic medication to relieve autonomic hyperactivity and hyperarousal
- Patients may need to be monitored up as necessary for up to two years when indicated.



REMEMBER, Be well. See your doctor without delay!

Q&A with Retiree

CHARLIE WILLIAMS

LOOKS BACK ON 41 YEARS WITH SHELL



Charlie Williams

Charlie Williams has seen Shell achieve a lot of “firsts” in the industry. “We were the first in deep water, we were the first in achieving high-pressure, high-temperature wells, and we were the first in making steam floods in California successful. Time after time, Shell has faced difficult challenges, and through technological innovation, we’ve turned it into a business success.”

During his 41 years with Shell, Williams not only witnessed these firsts—he played an integral role in making many of them

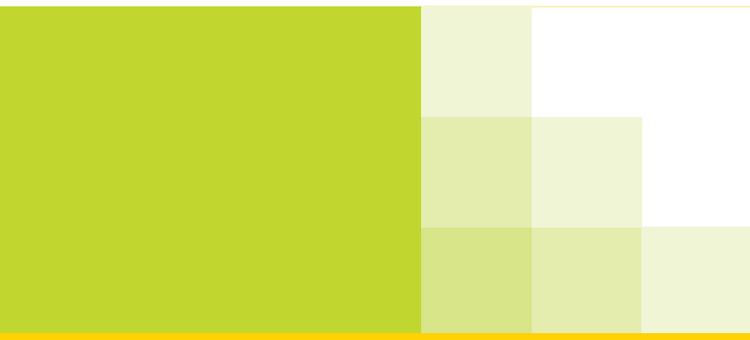
possible. The alumnus, who retired in May 2012 from his position as chief scientist for Well Engineering and Production, specialized in wells that had special challenges, including sour gas high-temperature, high-pressure wells; deep water wells; and wells used in carbon dioxide sequestration. “The knowledge we gained from solving one problem would be applied to the next challenge. Shell was a continuously exciting place to work.”

Technically exciting projects

From his first days at Shell, Williams felt

valued as a mechanical engineer, though his first office in 1971 left something to be desired. “I worked in the Gentilly office on West Esplanade in New Orleans. It was a small three-story building, and to create additional office space, they had walled in the parking garage on the first floor. My first office had concrete walls, no windows and a metal door,” he muses.

Despite the sparse accommodations, Williams knew he made the right choice in joining Shell. “My first day on the job, they



were getting ready to do a well completion in the Gibson field between Morgan City and Houma, Louisiana. I went straight out to the barge rig and started running tubing on the high-pressure well. This was one of the few high-pressure wells being done at the time and I was given this responsibility right off the bat. It was a unique opportunity and it influenced a good portion of my career.”

And his time out in the swamp was certainly memorable. “Late at night, I would shine a flashlight and see 10,000 eyes looking back at me. It wasn’t just technically exciting; it was a fantastic adventure all the way around.”

Williams continued to work on developing the tools, techniques and standards for high-pressure, high-temperature well completions, including metallurgical work to protect wells from corrosive gases and high pressures. He appreciated the opportunity to not only design well solutions, but also see many of his designs implemented in the field. “When I worked in the Corsair Trend offshore Texas, I served as a section leader, grade 11 manager, production superintendent and engineering manager for the development. It was an incredible opportunity to experience the project at different management levels.” Williams had a chance to be a part of the first offshore high-pressure well test. “Everybody was concerned because we had never tested a high-pressure well offshore, but there was a deep commitment to safety. I put a tremendous amount of heart and soul into making sure that test was done right.”

When it came to developing the tools and technologies needed to bring Shell into deep water, Williams relished the technical challenge. “I worked on gravel packs when I first came to work for Shell back in 1971, but this time, the challenge was making this technology work over long completion intervals at high rates and deep depths.

It was not only a technical challenge, but it was a challenge convincing people that it was possible. We had to change people’s mindsets.”

Though there was a great deal of enthusiasm and excitement around deep water, the pressure was on. “If we couldn’t solve these technical challenges, deep water wouldn’t work. There was a lot of intensity; we understood what was at stake. It was certainly one of the most important projects I worked on at Shell.”

When Hurricane Katrina ravaged the Gulf Coast, Marvin Odum himself called Williams, asking if he would take over as vice president of recovery in the Gulf of Mexico. “Mars—our biggest producing asset in the Gulf of Mexico, was completely down, its process facilities crushed. We spent days, nights and weekends reconstructing that platform, working with 200 contractors, many of whom required interpreters,” he recalls. “We delivered that project sooner than anyone expected, under budget and without a single incident. That was a pretty amazing accomplishment, and I was very proud to be a part of it.”

Giving back to the industry

In 2010, Williams took on what he thought would be his last position at Shell. “I was serving as well delivery manager in Anchorage at the time of the Macondo incident in the Gulf of Mexico. We were on the verge of drilling, and Marvin Odum and others knew the potential impact this incident could have on executing the Alaska project.” Williams headed to Washington to meet with members of Congress and the Minerals Management Service. “I was there to get the message out about how Shell plans its drilling programs and what we do differently.”

Williams testified before the Presidential Oil Spills Commission and the National

Academy of Commissions and, even today, meets regularly with members of Congress about offshore deep water operations. He conducted technical work in modifying and improving Shell’s own internal safety standards and served on the operating committee of the Marine Well Containment System project with subject-matter experts from ExxonMobil, ConocoPhillips and Chevron. “This amount of industry collaboration and the timeline for project delivery was unprecedented.”

The experience inspired his next move: executive director of the Center for Offshore Safety, an industry-sponsored organization focused exclusively on improving offshore safety and operational integrity.

“We are only as good as our safety and environmental management systems. Making these systems more effective, sharing best practices and working together as an industry is the key barrier to preventing major incidents. It’s something I’m very passionate about.

“Working at Shell couldn’t have been a more exciting and interesting experience. Making the difficult decision to retire was easier knowing that this next great challenge will benefit Shell. I see it as a great opportunity to give back and make a meaningful contribution to the entire industry.”

Culled from Alumni News US and Canada





COMPLY, INTERVENE, RESPECT

Working together to achieve Goal Zero

