

Project Governance & Delivery in Lagos



COURSE DATE

: 20th - 22nd of May 2016

VENUE

One of the most exuberant cities in Africa, as well as being a major centre for the continent's oil industry, Lagos has a thriving commercial centre, fascinating historical sites and markets. The training venue will be a 5 star business hotel on the conveniently located Victoria Island.

How do you ensure the successful delivery of major projects? In today's challenging market this has become a critical issue. The oil and gas industry has a poor record for project success, often due to a lack of effective governance. *Effective* project governance is essential to minimise risk and increase value, and *successful* project governance is a major competitive advantage for those who get it right: it has never been more important.

Join this 3 day course to understand the key principles of successful project delivery and improve your business performance. **Book early to guarantee your place and enjoy a discount of \$200.**

It's an intensive and interactive programme, immersing you in the subject and ensuring an immediate impact on your return to work.

AFTER ATTENDING THIS COURSE DELEGATES WILL:

- Know the key principles of effective project governance, and how to set up and implement appropriate governance procedures, whether as an operator, non-operator, investor or regulator
- Increase their knowledge of asset, field and portfolio development
- Have greater impact in supervising projects and dealing with senior executives, colleagues, partners and stakeholders
- Improve how they plan and provide effective oversight of major projects
- Develop more robust, positive decision-making skills

WHO SHOULD ATTEND

This course will benefit anyone in the industry who has, or is taking on responsibility for:

- the selection, design and supervision of new projects
- field development planning
- asset value optimisation

As well as Operators and Non-Operators, this course will benefit those:

- in government and regulatory authorities responsible for the oversight of projects
- those in the M&A, financial and professional sectors who are responsible for or advising associated critical investment decisions.

BOOKING

3 easy ways to book:

1. Call us - Tel: +234 1 453 2725 or +234 701 860 9228 or 802 224 2975
2. Email us: info@richardson-oilandgas.com
3. Online: www.warrenbusinessconsulting.com

www.richardson-oilandgas.com

Delegates from the following companies have attended our training:



BG GROUP



COURSE DIRECTOR



About Bob Laidler

Bob's industry experience covers all aspects of upstream asset development planning, with a particular focus on maximising value through effective project governance.

As a consultant with Granherne, IHS and most recently Xodus, he has specialized in field development planning and multi-discipline team management, working with many leading IOCs, NOCs and service providers. This has given him significant insight into corporate (project and portfolio) oversight requirements, project management procedures, and investment decision making processes. He also advises on due diligence in support of dispute resolution, IPOs and M&A.

His work has taken him all over the world, including North America, Australia as well as Europe,

Africa and the Middle East, giving him a deep understanding of how management challenges and processes differ across regions.

In his training and coaching work, Bob helps project teams realise the full value of their upstream assets by guiding them through the key principles of successful project governance and delivery. As he says, "Really effective project governance has never been more critical to the industry, and is becoming ever more important to external stakeholders, investors and potential partners."

In addition to his BTech (Hons) in Chemical Engineering, Bob's studies also included Subsea Technology and Reliability & Risk, Project Economics and Environmental Engineering.

Other Course Directors may run this programme from time to time. Please see website for details.



What are the trends that make this course so relevant?

- Huge pressure on managers to demonstrate optimal project and portfolio value as costs are squeezed and investors remain cautious
- Increased stakeholder scrutiny of project plans and ability to deliver
- Following the "Great Crew Change", a lack of relevant skills and experience
- Cost and schedule over-runs and poor production performance can no longer be offset by increased revenues from a high oil price
- Some companies are streamlining their governance procedures to improve effectiveness
- Others are restructuring to gain better control of Project Governance across a portfolio of projects



TESTIMONIALS

From delegates on previous WBC courses

"High impact."

"Comprehensive. It caught everything worth knowing in the industry. I will be a better consultant and better guide my team and provide advice to my client"

"Very good course. Got a good overview of the industry, very global perspective. Better total understanding."

"Given me a 'helicopter view' on oil and gas industry. Will help my work, career and personal life decisions."

"Critical to the growth of my company."

*"Lots of good discussion and interaction was very valuable
"Will let me take better decisions for my company"*

PROGRAMME *(exact daily programme subject to change; local content may be added where relevant)*

Day 1

Why Project Governance Matters

Case study: Teams discuss a generic example where governance is applied, and where none is applied, and discuss pros and cons

PG in the O&G industry: **Interactive exploration** of key benefits of an effective PG system being applied

Project Governance vs Project Management (PM)

The key principles of Project Governance and Project Management

Team Exercise: Compare and contrast: where they are different and how they complement each other

Field and Asset Development Planning

A review of key components and challenges

Interactive case study of an offshore licence block with significant development potential

Stage Gate Systems (SGS)

An introduction to the key components of Stage Gate Systems

A brief history of the challenges being faced by the industry that the SGS were developed to solve

Interactive discussion of the key similarities and differences between alternative SGS

Day 2

Decision Support Packages (DSP) & Key Project Documents

Delegates gain an appreciation of the key project documents that are important in PG and what is expected in the DSP (and why)

Stakeholder Management

The fundamentals of Stakeholder Management - the Operator's viewpoint

Interactive discussion of how best to engage all stakeholders and gain effective and timely buy-in

Doing the Right Project - Doing the Project Right

The range of critical decisions and decision making criteria required throughout the project:

The principles of ensuring good governance during decision making

Project reviews and project team - decision maker alignment

The steps towards success: understanding the context - the key objectives; the different approaches to decision-making; stakeholder requirements, making choices and trade-offs

Interactive Case Study: A generic example around concept selection to optimise value of an offshore licence block

'Doing the project right'. Overview of project delivery stages, with an **interactive Case Study** exploring key mechanisms for maintaining project oversight

Day 3

Governance as a Non-Operating Partner

An overview of the fundamentals of Stakeholder Management from the Non-Operator's viewpoint

Team discussion: how Non-Operating Partners can engage most effectively with Operators to satisfy their own PG requirements

Implementation Issues

The challenges of (and tips for) effective PG implementation

How some companies aim to rationalise the effort required whilst maintaining (or improving) PG

"Assurance" Review

The typical process and principles of organising and conducting reviews to provide "assurance" to decision-makers.

Case Study: teams will consider selected generic case studies and conduct an AR using principles learnt

Wrap Up

- Review of key learnings
- Q & As
- Concluding comments
- Feedback & Networking

Pre-reading:

After confirmation of booking, delegates will receive three case studies for pre-reading:

- **Oil major:** the consequences of poor governance during field development planning
- **Investor View:** how an investment decision depended on understanding the effectiveness of an IOC's Project Governance systems
- **Mega-project:** the lack of effective governance costs an oil major \$billions

Post course follow up

In the 3 months following the course, the Course Director will be available to participants for additional advice and consultation. Full details will be provided with booking confirmation

BOOKING

Price: \$2,300+VAT (where applicable)*
Booking complete upon payment.

Included in the price: Tuition, course materials, lunches and refreshments

Discounts (one discount per booking only): \$200

discount (price \$2,100) if delegates book 3 months before the course date.

Group discount for delegates from the same company: 5 for the price of 4.

3 easy ways to book:

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3. Online:
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We will send you an invoice on receipt of your booking and confirm your place on receipt of your payment. If you have to cancel your place the following policy will apply: cancellation within 1-14 days of the programme start: 100% charge; 15-30 days: 50% charge; 31+ days: 10% charge. A colleague can take your place, subject to a 10% administration charge. Warren Business Consulting reserves the right to change or cancel any part of the published programme due to unforeseen circumstances and is not liable for any costs incurred by delegates in the unfortunate event that a course is cancelled. Delegates are responsible for arranging their own travel and accommodation and for obtaining visas, and medical and travel insurance. The letters MBA in any course title is used to indicate the nature of the training course. Attendees should be clear that no degree qualification is obtained by attending any Warren Business Consulting course.

*The amount of VAT you are charged will be determined when your invoice is raised. Our VAT number is 211 1256 70

WARREN BUSINESS CONSULTING

OUR WORLDWIDE COURSE LOCATIONS

Course Portfolio

MBA in Oil & Gas
International Oil & Gas Contracts
Contracts & Negotiations
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Procurement & Supply Chain Management
Leadership in Oil & Gas

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ERBIL

DUBAI

LAGOS

DAR ES SALAAM

CAPE TOWN

JAKARTA

BALI

Our partner in Lagos:
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RICHARDSON
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EMR

Our local agent in Lagos:
www.emrng.com
info@emrng.com

ABOUT US

- Helping talented individuals build their careers is an inspiring experience. At Warren Business Consulting our focus is on developing tomorrow's managers and leaders.
- We believe that a successful career in upstream oil and gas depends on a thorough understanding of the industry's complexities. Technical expertise is not enough: to become a manager or a leader means understanding the geopolitics, the technology, the finance, the many different stakeholders – as well as knowing how to get the best out of a team.
- The firm was set up in 2012 by Angus Warren, an industry veteran whose career includes 15 years at BP. Since then, hundreds of aspiring managers have been on our courses, in various locations around the world, as part of their career development.
- As well as the course shown above, we run courses on Contracts and Negotiations, Risk Management, and many others including the MBA in Oil & Gas. Our portfolio of products is expanding rapidly so please check the website for latest developments.

For further information, email us: training@warrenbusinessconsulting.com
or call: +44 203 239 0807 (UK) / +1 281 506 2892 (US)

www.warrenbusinessconsulting.com

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