

Future of Work MENA

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VANTAGE

■ Key Barriers to Communication

- Different cultures
- Time zones
- Languages
- Perceptions
- Technology/methods
- Locations: remote or co-located

Lets look at some workplace examples



Extremely Remote...very difficult to engage?

Space shuttle



Source: <https://www.youtube.com/watch?v=1LpRZwAzfvA>

Very Remote... Engagement challenging

Arctic research center: Amundsen-Scott South Pole Station



Source: <https://news.harvard.edu/gazette/story/2019/09/harvard-scientists-at-the-south-pole/>

Remote... Engagement difficult

Soldier undercover



WFH... remote?

Working from home



Remote...but this is where most of our people work

28 days offshore 28 days at home and on off time



The monthly commute



Not quite Deliveroo!



Trying to create engagement and some 'home comforts'

- Canteen special meal or celebration



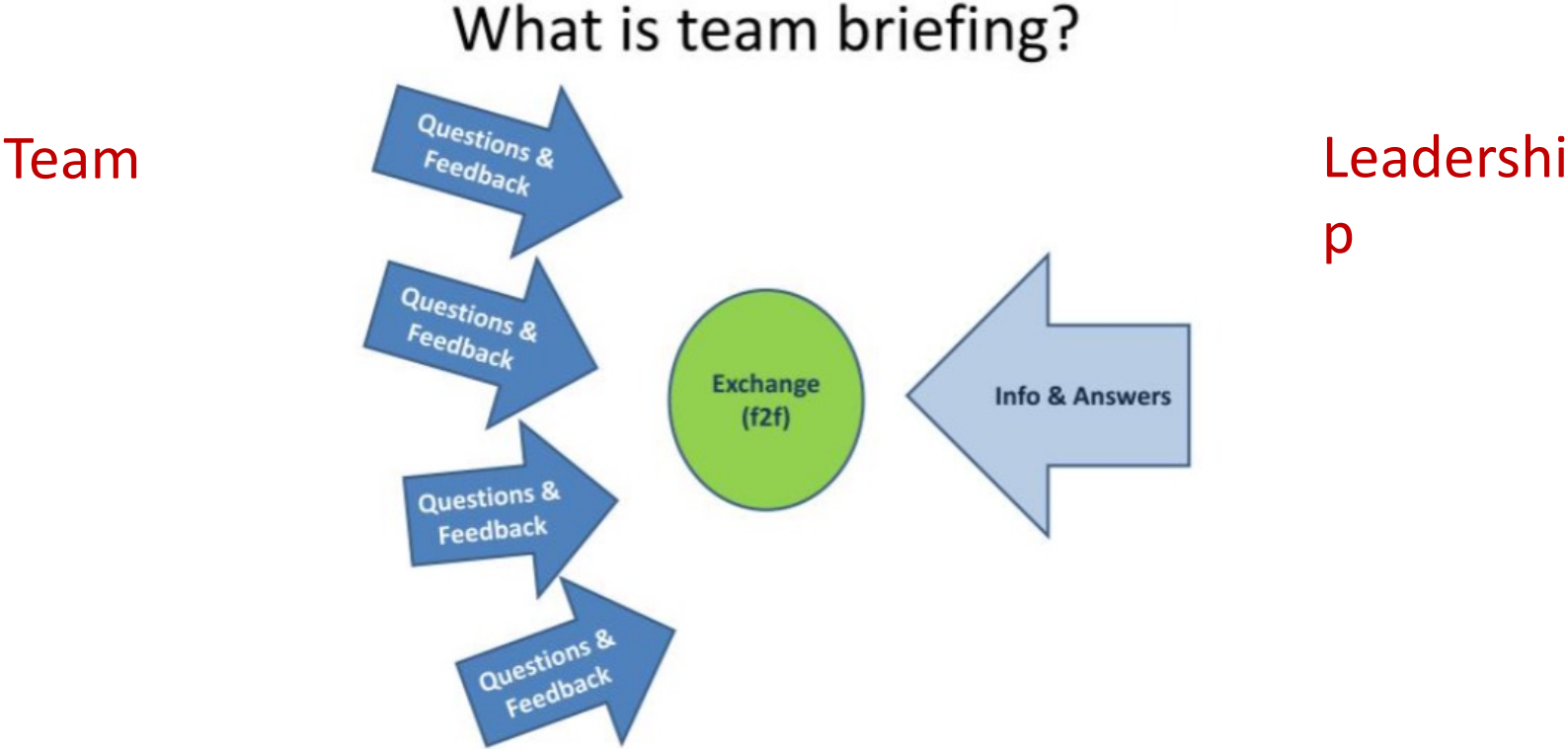
One Solution: Systematic Team Briefing

- At Vantage we:
 - Hold team briefs with each of our rigs every 2 weeks.
 - Our HR Business Partners talk with the Rig management weekly on people issues.
 - Our Rig Manager is offshore at least monthly
 - In general we ensure a management visit to each rig monthly.
 - We hold Departmental workshops for onshore and offshore key staff at least once per year in Dubai, where our field team engage with our CEO and the leadership team.
 - We have sufficient bandwidth on our IT systems offshore for entertainment/'call home' facilities as well as business support.

IT all takes effort but its an Investment of time and resources not a Cost!

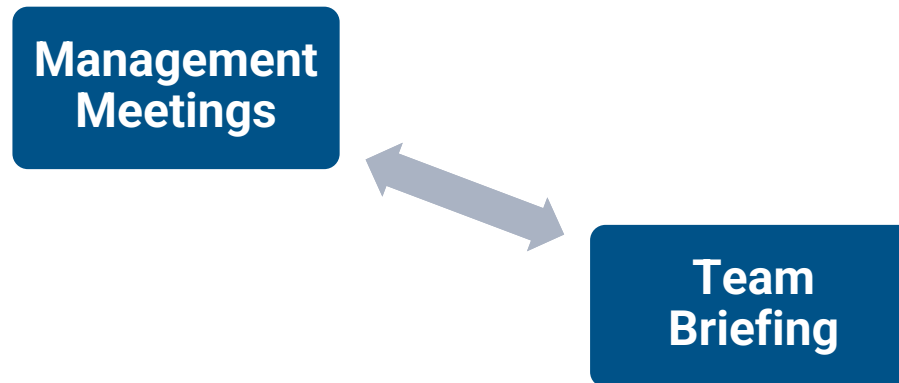


What is Team Briefing



Process

- A cycle of meetings is established for the management hierarchy, and deadlines to cascade information out to teams.
- A “core brief” is delivered.
- “Local briefs” are added to the core.
- All information is cascaded, face to face, verbally.



Why are Team Briefing Useful?

- Enables Communication upwards, downwards and across the organization.
- Supports performance, especially during change by promoting understanding, feedback, awareness and contribution.
- Helps recognize good news and achievements, clarifies “negative” news and empowers staff during bad times.
- Supports real engagement through promoting collective aims and responsibility.
- Helps team understand the broader Business and enables stakeholder engagement.

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- Set out dates in advance
 - Select days and times when most of the team are around
 - Set out expectations of attendance
 - Encourage question feedback
 - Ask team to update room on key activities they are working on



In Summary

- Remote and flexible working adds to the complexity of communication and engaging staff.
- It requires an even greater commitment from management to dedicate and plan communication.
- Face to face is still most effective
- In between face to face sessions the requirement is for regular consistent briefs, cascade top to bottom.
- Don't forget feedback loops
- Don't underestimate the need for informal touch base sessions as well.

THANK YOU

Questions?

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