

# They Hate Us and Can't Be Trusted



Presented by

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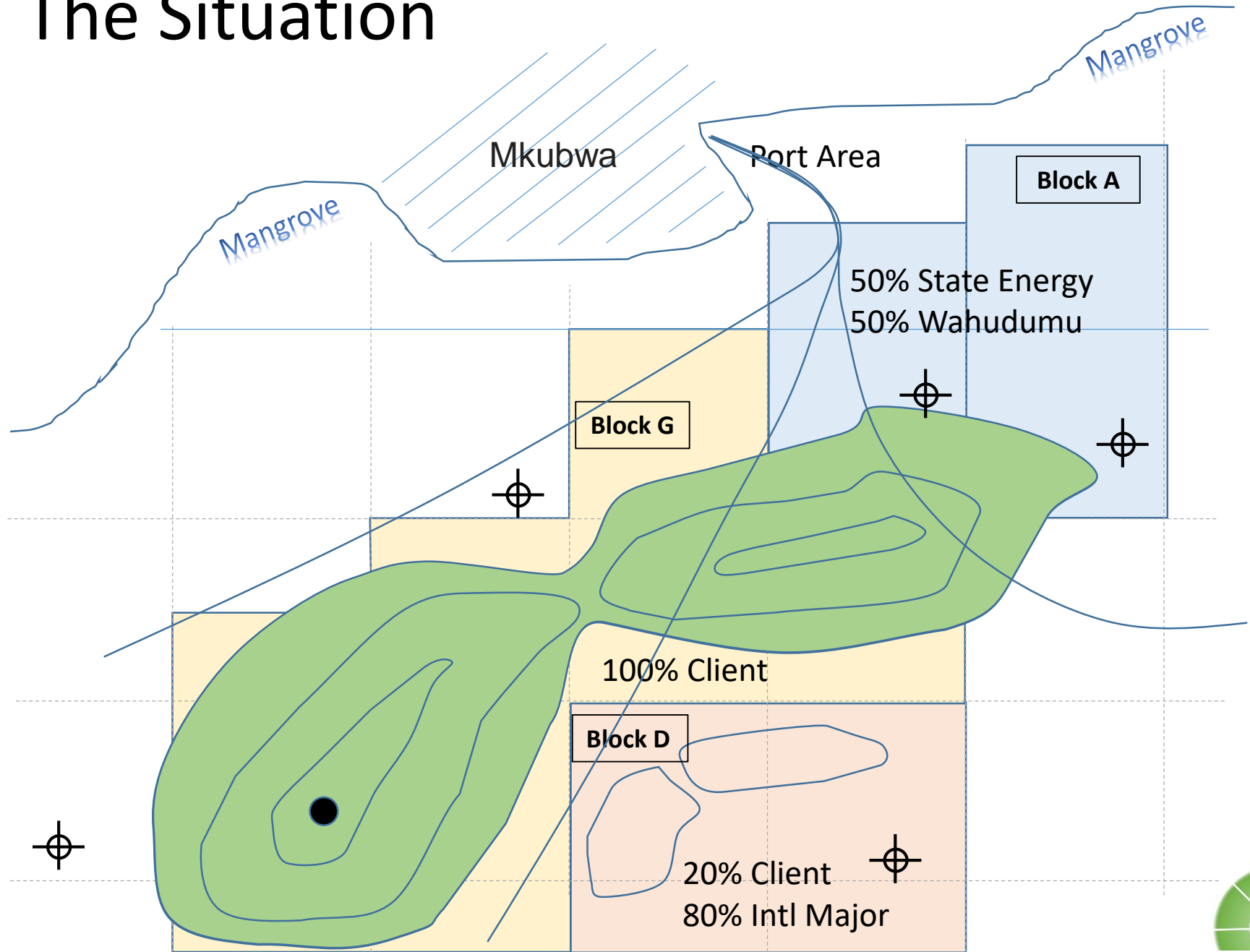
# “We want Vol help”

Okay... Tell me more...

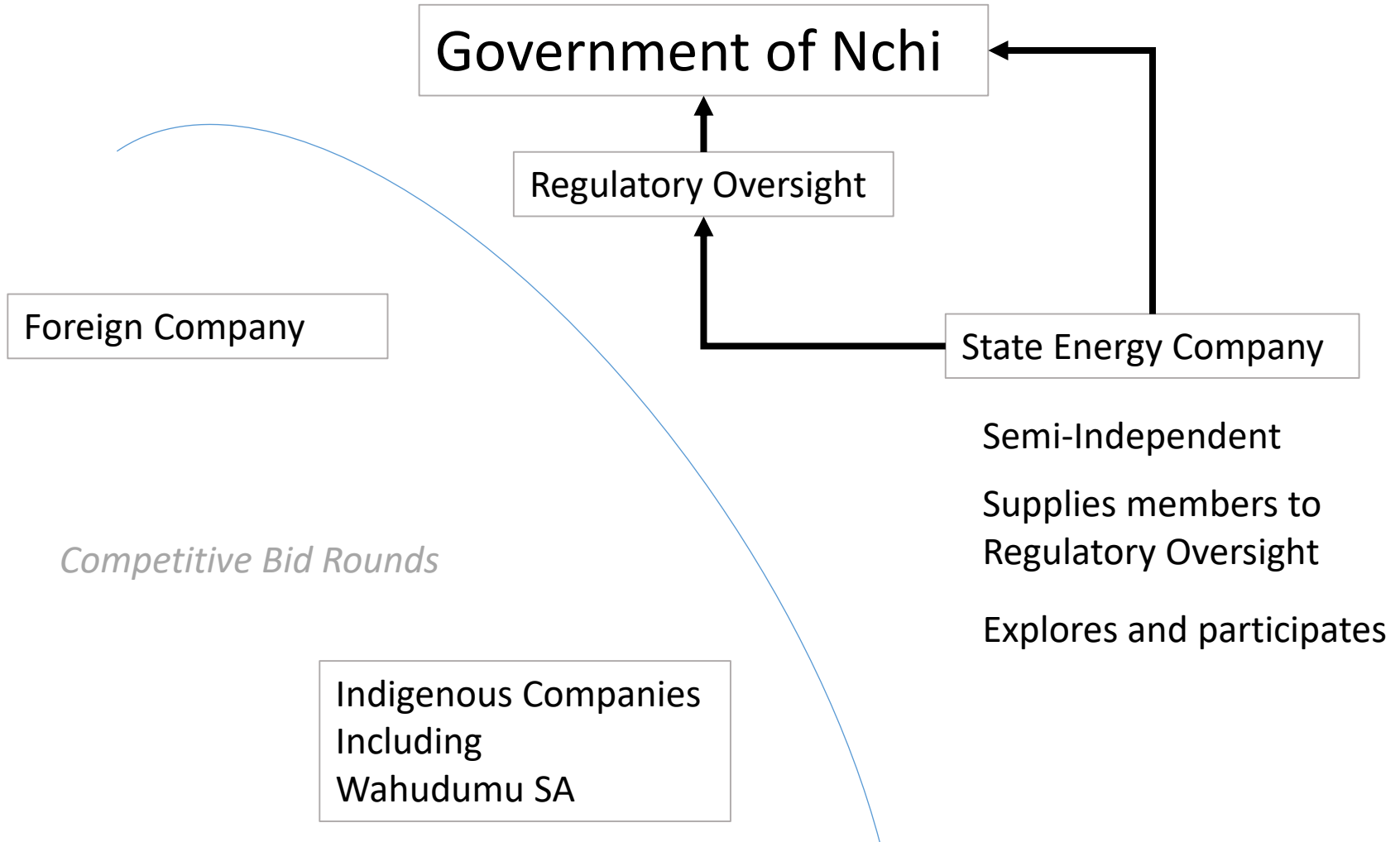
We can't  
decide what  
to do.



# The Situation



# Ownership



# The Players

Francois G. – CEO – “I want the group to make a unified decision”

Olaf M. – VP Accounting – “This is my first Energy project I defer to others.”

Henri S. – VP Governmental Affairs – “We can’t trust the Government or their puppet State Energy Company”

Mobu E. – VP Engineering– “I worked for Wahundumu. They don’t know what they are doing. They hate us. They will do anything to cause trouble. We need to develop now and I have the plan ready”

Shona E. – VP Exploration– “We need to drill to prove the resource before we start development. The VP Engineering needs to go”

Edouard G. – VP Planning– “Just tell us what we need to do.”





# The Decisions (as Client saw them)

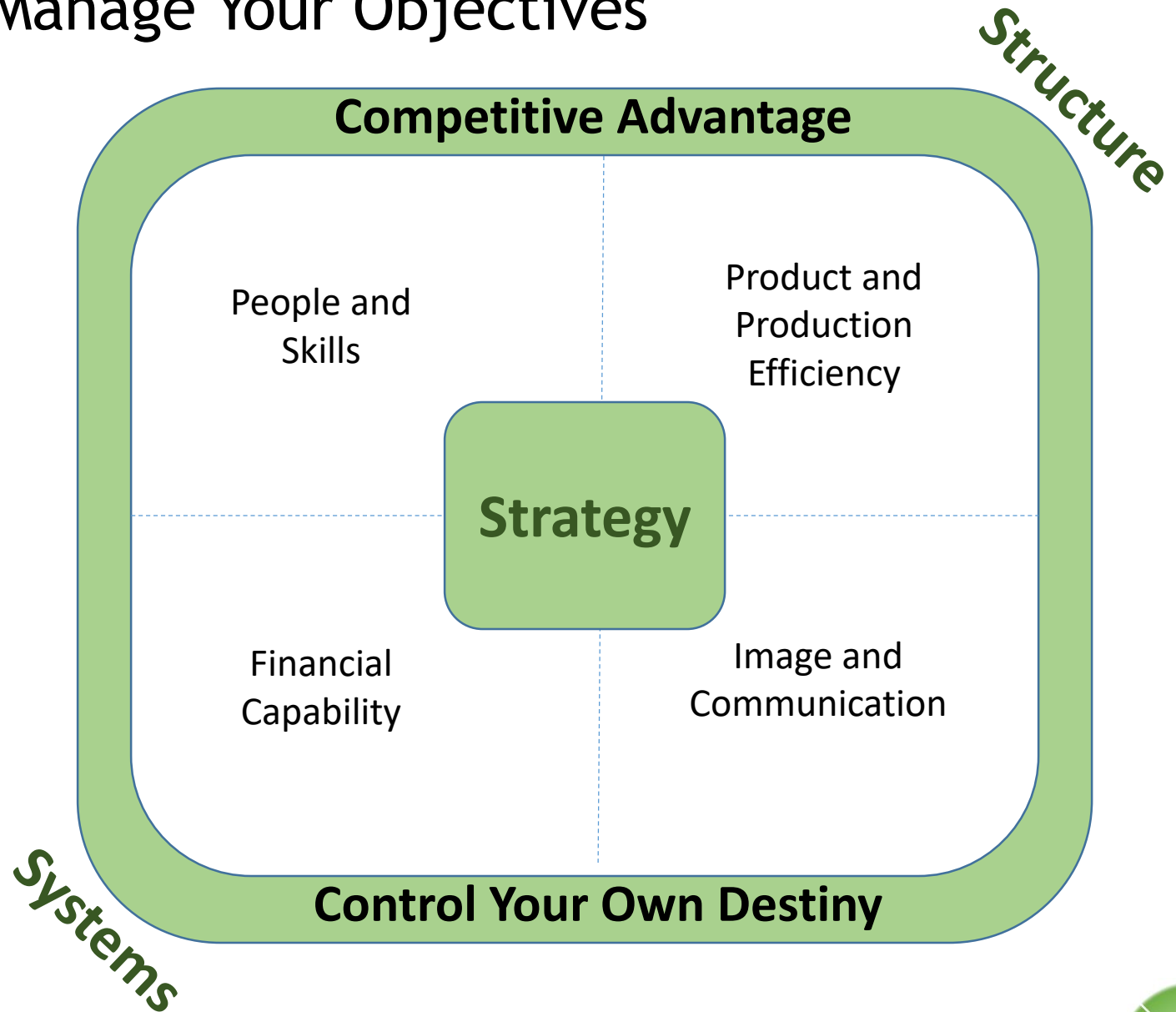
- Drill the Eastward structure now or delay?
- Apply for the production license local to the discovery or for the entire block?
- Involve Wahudumu in the extension decision?
- Pre-produce through temporary facility?
- Export choices
  - Local Stand alone facility
  - Pipeline to shore based facility
  - Pipeline to Block B production facility (deeper water)

**Tactical But...**



# Actively Manage Your Objectives

Considering objectives outside the specialized domains improved the group cohesiveness.



# Companies Are People Too (sort of)

Approached the company as a “person” and transference occurred.



- Perception
- Desire
- Reality

## MEANS TRIANGLE





# Reward Theory

Creating commitment through balanced and appropriate rewards... **almost never works on its own!**

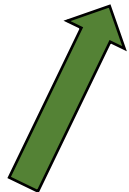
Remember, it is a complex system



Extrinsic



Intrinsic



Often Ephemeral



Personal, Hard to Quantify



# Affective – Continuance – Normative

“**Commitment Theory**” (Allen and Meyer, 1990)

Do you like what is happening  
(emotional attachment)?

Common Objectives?

Is there a hurdle to change?

Real or perceived difference?  
Can you create one?

Has an obligation been created?

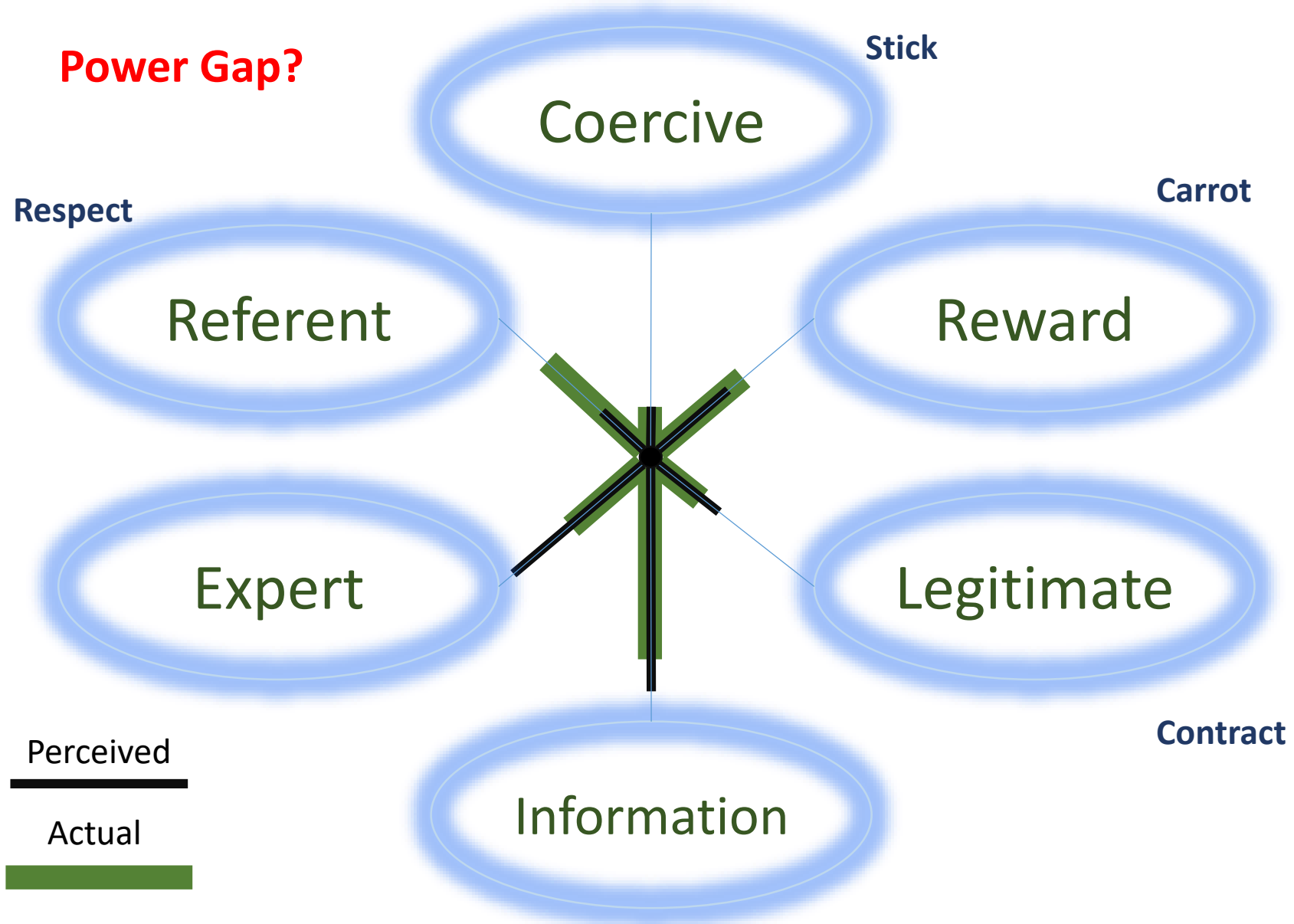
Willing or simmering?

Sr. Mgmt. had varying levels of  
commitment and radically  
different personal objectives  
which created...

**Conflict**



# Balancing Power – Moving Together as a Group



# Power for company – Commitment for team

One-on-One meetings where we talked about Objectives... personal and corporate

**Is it material?**

**Can you do anything about it?**

**Can you afford to do something about it?**

**What if you are wrong?**

## **Decision Process Approach**

Create Objectives Hierarchy

Use Strategy table to develop themes

Assign theme description and pros/cons/hunch to individuals

Assess Objective Fulfillment

Assess tactical elements on a quick elimination basis

- Economics
- Feasibility
- Competitive Threat

Create Hybrid approach – **Understand Control Points**

Outline BATNAs and contingent activities



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# DYSFUNCTION

THE ONLY CONSISTENT FEATURE OF ALL OF YOUR DISSATISFYING RELATIONSHIPS IS YOU.

(Used with Permission)

# Actions

**CEO** - Keep “Open Door” but refuse the enabling of poor behavior and politicizing of the project.

**Sr. Management** – Encouraged to “go to lunch” with their counterparts just to meet and greet.

**Internal** – Prepare coherent decision package for C-level.

**External** – Participate in industry meetings, write papers.

**Competitive** – remain silent on discovery. Providing information decreases power and control.

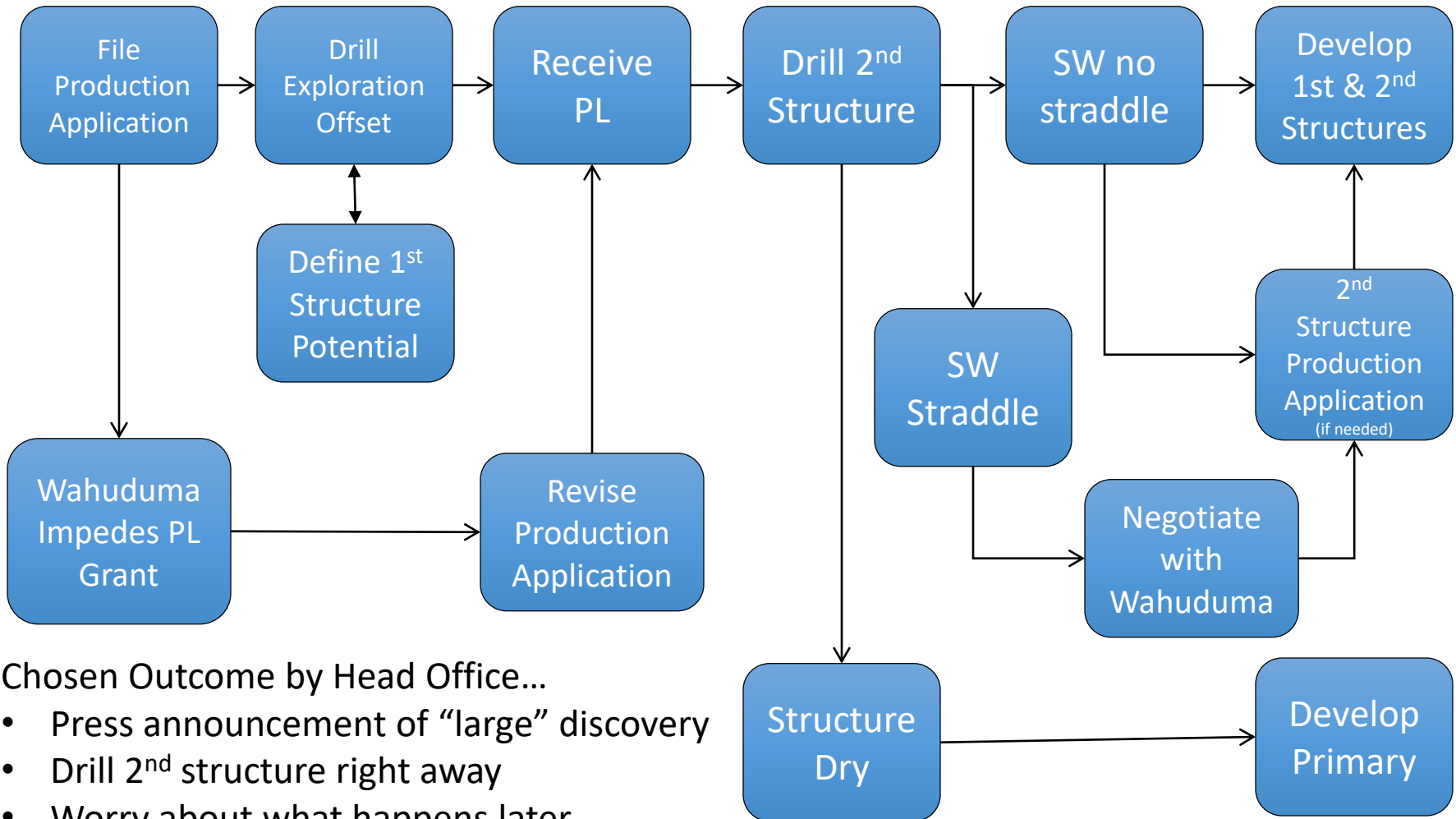
**Power and Commitment** – know what is beneficial to control and what may be currency to others.

**BATNAs!!!** – Save time. Save value.





# Intended Hybrid Action Path



Chosen Outcome by Head Office...

- Press announcement of “large” discovery
- Drill 2<sup>nd</sup> structure right away
- Worry about what happens later

**You Get What You Reward**



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