



Delta Section

NEWSLETTER

Volume 35 No. 4

DECEMBER 2018

REGISTER ONLINE:
<http://connect.spe.org/delta/home>

LOCATIONS:

North Shore: Chevron
100 Northpark Blvd
Covington, LA 70433

South Shore: Holiday Inn Superdome
330 Loyola Avenue
New Orleans, LA

Computer: Computer Access Only
Attend from your home
or office

Northshore - \$20

Southshore - \$25

Computer Only - \$5

Please remember: All attendants must be pre-registered to attend the North Shore Live Telecast or the Southshore Live Presentation.

For questions or comments,
please contact:

Michael Waguespack
Michael.Waguespack@wsnelson.com
Programs Chairperson 2018-19

SPE Dec. General Meeting and Luncheon

Tuesday • December 11, 2018

11:00 am - 12:30 pm

Speaker Presentation will begin approximately 11:40 am
Holiday Inn Downtown Superdome • 330 Loyola Ave • New Orleans, LA

1 PDH will be provided

Root Cause Analysis of the Deadliest Accident in Human History

Howard Duhon, P.E.

GATE Energy



Abstract

You may never have heard of Bhopal, India. Many people have not, despite the fact that the worst accident in history happened there.

In the early morning hours of Dec 3, 1984, a large toxic gas release spread across Bhopal from a Union Carbide India Limited (UCIL) pesticide plant. About 500,000 people

downwind were exposed. Thousands of them died. I was an employee of Union Carbide at the time. I've read extensively about the accident. I have visited Bhopal. I've walked through the neighborhoods around the plant and through the old abandoned plant itself. I've touched the tank where the reaction occurred; a surreal experience.

Thirty-four years on questions remain about what happened. It is very difficult to study an accident of this magnitude because so many people had/have vested interests in crafting the story. What was the root cause? Trevor Kletz has argued that there is no such thing as a root cause – only a point at which we stop asking questions. In this case I think that it is appropriate to take the inquiry back to the days of the Raj, the colonial occupation of India, because the residue of colonialism impacted the psyche the people and the political and legal systems of the country in ways that contributed to the tragedy.

I'll present my best estimate of the truth. We'll talk about how the processing industries have changed as a result of Bhopal. And we will resolve ourselves once more to ensure that nothing like it will ever happen again.

Biography

Howard Duhon, P.E. is a founder and principal in GATE Eenergy. He has 44 years of experience in the Petrochemical and Oil and Gas industries mainly in process design and project engineering roles. For the past 18 years that work has mainly involved deepwater developments and has been focused on managing the interfaces between topsides and other disciplines. Throughout his career he has had a particular interest in the study of decision theory and in the application of that knowledge to improve project execution. From 2014-2017, he served on SPE International Board of Directors as the Projects, Facilities and Construction Technical Director.

2018-2019 SPE Delta Section OFFICERS and BOARD OF DIRECTORS

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Delta Section

Our Mission

To collect, disseminate, and exchange technical knowledge concerning the exploration, development and production of oil and gas resources and related technologies for the public benefit; and to provide opportunities for professionals to enhance their technical and professional competence.



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FROM THE co-CHAIR ANGIE GOBERT

Happy Holidays,

I am hoping that this newsletter finds all of you in good spirits and good health, especially since our beloved Saints are doing so well, and oil prices are steadily climbing from the previous years. As the character George Bailey came to realize, from the classic movie, 'It's a wonderful life.' And, 'Tis the season to be jolly' as the seasonal carol encourages!

There is a lot of hustle and bustle during this joyous season and SPE International and SPE Delta proves to be no different. Your officers are working diligently to improve their services to you. Historical newsletters are being gathered and uploaded on the website. Walking down memory lane can be very insightful and informative. And to you officers serving this session, as SPE International promotes and recognizes, "Volunteering Looks Good on You." Thank you for engaging, supporting, and contributing.

Here's what's taking place in the Section and at the International level. On December 13, 2018, there will be a Production Seminar held where our very own Mr. Allen Porter, an SPE Legion of Honor having 65 years in the industry building and designing facilities all over the world. Please see the advertisement for the seminar within the contents of this newsletter for more details. Even more exciting, this seminar will be open to discussion. Hoping that you will be able to take some time out and attend. Recently, Delta hosted an SPE International Distinguished Lecturer, Dr. Misha. If you attended, I am sure you benefitted from his presentation. Our next general meeting will feature another of our very own, Mr. Howard Duhon. The topic to be presented, "Root Cause Analysis of the Deadliest Accident in Human History". This presentation will be given on December 11th and one hour of professional credit will be earned. Check your SPE Delta Section emails for the registration link.

I hope that many of you were able to complete the SPE Member Satisfaction Survey, it was due November 30, 2018. I would like to encourage you to explore SPE International's website, it is a resource and is a gateway to networking and solving problems that you may encounter. For those of you who have an interest in HSE, an article entitled, "What is the best way to reuse produced water?" by Laura Stansky, an EHS engineer, was featured in *HSE NOW*. This is just one of many that may peak your interest. SPE International is constantly offering opportunities for you to engage, support and contribute as members. If you haven't already get connected via SPE Connect.

Within Delta Section, I would like to remind you that there are also many ways to engage, serve and contribute. Please check out our list of committees and know that we are looking for more of you to join us in our efforts to serve each other and serve our communities while promoting the energy industry and the students that will one day take our places.

To reiterate, there are and will be many opportunities that you can expand your knowledge and networking, and that will increase your membership benefit as you experience and explore, so I am hoping that each of you will take advantage of these many opportunities coming your way.

In closing, I, along with the entire Delta Section Board and including the Young Professionals, would like to wish you and yours a very happy and safe holiday season and a very bright new year. And, as always we are looking forward to hearing from you so that we can better serve you.

Happy Holidays and All the Best in the New Year!

Angie D. Gobert

Your 2018-2019 SPE Delta Section co-Chair

SPE: ON THE HORIZON

DECEMBER

- Dec 3-8 NACE New Orleans Section 20th Annual Education Week
New Orleans Airport Hilton • Kenner, LA • Ask for NACE Event Rate Code: NAC
For pricing and registration, go to nace.org/nolacourses
For questions, call Charlie Speed at 504-400-7878
- Dec 11..... SPE Delta December General Meeting & Luncheon • 11:00 am - 12:30 PM
"Root Cause Analysis of the Deadliest Accident in Human History"
Speaker: Howard Duhon, P.E. • GATE Energy
Northshore Live Telecast: Chevron Office • 100 Northpark Blvd • Covington
Southshore Live Presentation: Holiday Inn Superdome • 330 Loyola Ave. • New Orleans, LA
- Dec 13..... Production Facility Seminar presented by Allen Porter • 11:00 am - 1:00 pm
One Shell Annex Building • 701 Poydras St • New Orleans, LA
Contact Andrew.Vislosky@shell.com for more information
- Dec 15..... FIRST Lego Competition
Jesuit High School • New Orleans, LA

FEBRUARY

- Feb 18-21..... 2019 GNOSEF
Tulane University • New Orleans, LA

MARCH

- Mar 21-23..... 2019 Bayou Regional Robotics
Pontchartrain C Center • Kenner, LA

DISTINGUISHED LECTURERS SCHEDULE

- Apr 15, 2019 SPE Delta Distinguished Lecturer Chris Hopper • 11:00 am
"Resilient Projects are the Best Solution to an Uncertain World"
- Jun 10, 2019 SPE Delta Distinguished Lecturer Martin Rylance • 11:00 am
"The 'Fracts' of Life (Common Failure Mechanisms Associated with Fracturing)"

Continuing Education Lunch and Learn Sessions

SPE Delta will offer a series of lunch and learn sessions to explain the practical sizing and selection of oil & gas production equipment. There is no intention to approach deep engineering design. Production equipment design has as much experience involved as hard science. Basic theory will be reviewed and some of the criteria that are routinely ignored will be considered. Short cuts and rules of thumb to allow an engineer to have a conceptual feel for what is needed before he dives into the "hard" engineering on a project will be shown. Some routine practices by the industry will be reviewed as to whether they are really sound engineering.

The whole program is to generate thinking. Disagreement will be welcome. Separation, treating, and dehydration will be covered. Electrostatic treating will be reviewed.

The sessions will be led by Allen Porter, who has 65 years of experience on the shelf from some of the first wells to the present depletion production. His career almost spans the life of the shelf. He is the retired vice president of CE Natco and the retired president of Allen Tank. His career began with Gulf Oil. He has production equipment and processing experience from all over the world and will expand on some of those systems. This is intended to be a fast moving, fun program with a basic background on design of facilities.

SPE-Delta and FIRST LEGO 2018



SAVE THE DATE.....December 15, 2018. Plan to attend this year's FIRST LEGO League Championship tournament which will be held at Jesuit High School. The theme of this year's challenge is INTO ORBIT.

Middle-school students, ages 9 to 14, will participate in challenges pertaining to living in and traveling through space.

Each Challenge has three parts: the **Robot Game**, the **Project**, and the **Core Values**. Teams of up to ten children, with at least two adult coaches, participate in the Challenge by programming an autonomous robot to score points on a themed playing field (Robot Game), developing a solution to a problem they have identified (Project), all guided by the *FIRST* Core Values. Throughout their experience, teams operate under the *FIRST* signature set of Core Values, celebrating discovery, teamwork, and Gracious Professionalism®.

FIRST (For Inspiration and Recognition of Science and Technology) is a 501 C 3 non-profit entity that serves to engage students in cutting edge STEM (Science, Technology, Engineering, and Mathematics) activities to improve the overall education of our children. FIRST LEGO league programs are now impacting well over 1700 students each year.



Please plan to attend and support these teams. Expose yourself and your children to this great event and opportunity. Better yet, *plan to Volunteer!* Volunteers are also needed as Judges, Judge Assistants, Scorekeepers, Crown control, Timekeepers, Referees, Pit Managers, Greeters, Floaters.....and many other positions. For more information please refer to: <http://www.firstlegoleague.org/challenge/>

NACE NEW ORLEANS SECTION

20TH ANNUAL EDUCATION WEEK

DECEMBER 3-8, 2018 • NEW ORLEANS AIRPORT HILTON

Register for NACE Section Local Courses at nace.org/nolaedu

NACE NEW ORLEANS SECTION COURSES	DATES	PRICE	INSTRUCTOR
Corrosion in Oil and Gas Production (COG)	December 3-5	\$400	Charlie Speed, Consultant
Corrosion Under Insulation (CUI)	December 3-5	\$500	Peter Bock, CUI Consultant
Rectifier School (RECT)	December 3-4	\$250	Trey Johnston, Corpro
Oilfield Operator Chemical School (OOCs)	December 6-7	\$300	Charlie Speed & 15 Other Experts (www.nace.org/nolaOOCs)
GENERAL NACE EDUCATION COURSES	DATES	PRICE	NACE CERTIFIED INSTRUCTORS
Basic Corrosion (BC)	December 3-7	For pricing and to register for these NACE General Education courses, go to nace.org/nolacourses	Bop Phull
Designing For Corrosion Control (DCC)	December 3-7		Jerry Byrd
Corrosion in Refining Industry (CCRI)	December 3-7		Ray Quinter
Protective Coatings Specialist (PCS-1 BASIC)	December 3-5		Kat Coronado
Protective Coatings Specialist (PCS-2 ADVANCED)	December 6-8		Kat Coronado

Students are responsible for hotel reservations. Contact the New Orleans Airport Hilton at +1 504-469-5000 or 1 800-445-8667 and ask for the NACE Event Rate Code: NAC. Room rate is \$139/night.

For pricing and to register for NACE General Education courses, go to nace.org/nolacourses

For questions, call Charlie Speed at +1 504-400-7878

For information about New Orleans Section Events, go to nace.org/nola



*Happy Holidays
from
SPE-Delta Section*

ON CHOOSING LEADERS FOR COMPLEX PROJECTS

Howard Duhon, P.E. • 16 April 2018

80% of megaprojects in the oil industry fail. The sorts of practices that lead to success are fairly well known, including such things as:

1. An effective stage gate process (doing the right things at the right time)
2. Honesty when setting the schedule and budget
3. Effective interface management (including external interfaces)
4. Management of change
5. Inspection, quality management, FATs
6. Commissioning

As an industry we know what we need to do to succeed. So why don't more projects follow those practices.

An important new book from Neeraj Nandurdikar and Ed Merrow addresses this question. The answer surprised me at first, but like many epiphanies, it seems obviously correct.

This article is a book review of *Leading Complex Projects: A Data Driven Approach to Mastering the Human Side of Project Management*.

The Missing Piece – Nature of Project Leadership

A key to project success is choosing an effective project leader. The leaders of megaprojects are usually selected from the pool of project managers who have successfully lead small (less complex) projects.

The authors conclude that the skills and traits that make a manager successful on small projects, are not the skills and traits that lead to success on more complex megaprojects. We should not expect successful small-project managers to be successful at managing megaprojects – indeed it may be reasonable to expect the opposite.

The main theme of the book is that 'management' of a megaproject is more an exercise in leadership than an exercise in management. Hence, 'management' of a megaproject is a different kind of task than managing smaller projects is and successful management of smaller projects does not prepare one for leading a megaproject.

Management includes such tasks as:

- Efficient organization of tasks
- Rational assignment of team members and contractors
- Monitoring performance
- Getting work accomplished

A megaproject is generally composed of multiple sub-projects. Each sub-project needs to be managed.

But the overall project must be led. The overall project manager (Project Director) needs to be a leader of leaders rather than a leader of doers. As a leader, he or she must focus on a different set of tasks such as:

- Stakeholder management
- Communication
- People Management

A leader who focuses on technical and management tasks to the exclusion of leadership tasks is likely to fail.

Leading is a fundamentally different role than managing. Success in managing small projects hence, does not lead naturally to success at leading larger and more complex projects.

This is the most counter-intuitive finding from the book. Management of small projects is not very good experience for leading large projects. But management of smaller projects has to be a prerequisite to leading a megaproject! What is to be done?

Impact of Complexity

Managing/Leading a megaproject is a fundamentally different task than managing a small project because megaprojects are generally more complex. Complexity, rather than size, triggers pathways to failure. Megaprojects are not necessarily complex and small projects are not necessarily simple, but large projects are much more likely to be complex.

Complexity can be described in various ways. The authors chose three dimensions to define complexity: (these are not independent)

1. Scope complexity – many distinct elements drawing on distinct technical skills
2. Organizational complexity – Scope complexity leads to organizational complexity. Multiple teams required, organization by function, teams spread around the globe.
3. Shaping complexity – shaping is the process by which the benefits of the project are allocated to stakeholders (consider local content requirements for instance)

The key difference between simple and complex projects is interconnectedness. In a complex project, a minor change in one part of the project may have a significant impact in another part.

Impact of Leadership

The authors provide anecdotal evidence of how critical leadership of a project is.

“Turnover of leadership in complex projects is devastating to the economics of the project. The projects with no turnover of project leadership lost about 50% (median) of their promised net present value (NPV) between authorization and realization, but about 60% were still profitable. The projects with turnover lost 105% (median) of promised NPV and less than a quarter were still profitable.”

Methodology and Data

The authors identified 100 recent large projects and sent questionnaires to leaders of those projects. 56 responses were received, 40% from failed projects.

The questionnaires were designed to identify/measure the project managers/leaders personalities, emotional intelligence, leadership style. These traits were then compared to the success/failure of their projects.

The questionnaire was based on:

- Five Factor Model (Big 5)
 - o Openness
 - o Conscientiousness
 - o Extraversion
 - o Agreeableness
 - o Neuroticism (emotional stability)
- Emotional Intelligence Scale (EIS) (measures how a person recognizes and uses their own emotions and how well they identify the emotions of others.)
- Hedgehog-Fox Index (from the metaphor popularized by Isaiah Berlin, foxes are big-picture thinkers and hedgehogs are specialists who focus on one big thing)
- Leadership Style Index (based on Primal Leadership)
 - o Visionary
 - o Coaching
 - o Democratic
 - o Pacesetter
 - o Commanding

In a previous study the authors studied managers of smaller projects, so they have data to compare the traits of successful and unsuccessful small and large project managers.

Unique Demands on Leaders of Megaprojects

As project complexity grows, line-of-sight management becomes increasingly impractical. The manager of a complex project is a leader of leaders. Leading leaders is a very different undertaking than leading doers.

Scope complexity requires that the project leader be a generalist with knowledge of the major project functions:

- Reservoir
- Wells

- Facility
- Operations
- Commercial

The central shaping activity is stakeholder management. Shaping complexity adds new realms of work

- Politics
- Diplomacy
- Negotiation
- Economics

Surprises in shaping can render a project much more complex.

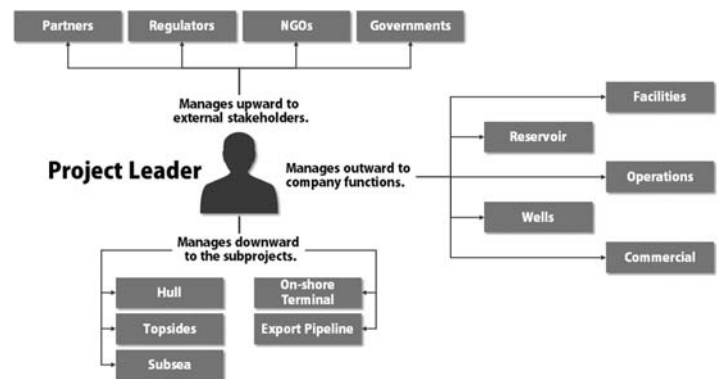


Figure 1 – Downward, Outward and Upward Management

Per Figure 1, there are three distinct levels of management/leadership involved in shepherding a megaproject:

1. There is the usual challenge of managing downward. There will be subprojects, each with its own project manager. Each of these subprojects must be aligned to the overall goals.
2. The second level is managing outward to the internal stakeholders such as technical specialists.
3. And, the third level is managing upward to the external stakeholders. Stakeholder management requires a set of soft skills that would often challenge even an experienced diplomat.

Traits and Skills of Effective Project Leaders

Successful Project Leaders are Foxes, not Hedgehogs

The single question that most accurately separates successful from unsuccessful leaders is:

When a significant problem occurs on a project would you rather:

1. Identify a solution quickly and then plan its execution in detail (hedgehogs → failure)
2. Try to identify all possible solutions and then implement your chosen solution quickly (foxes → success)

Cost Performance:

Foxes: 0 % average cost growth, + 20% (std. dev.)

Hedgehogs: 30 % average cost growth, + 30% (std. dev.)

Most foxes started their careers as successful specialists and became generalists via varied experiences over the course of their careers.

Emotional Measures – Engineers

Respondents were rated on five personality scales:

- Openness
- Agreeableness
- Extroverted
- Neurotic/stable
- Conscientious

Engineers in general are more conscientious than general public. Engineers are much less open than general public. In particular, artists are much more open than engineers.

Only one of these scales was significantly correlated with megaproject success. Successful megaproject leaders are significantly more open than unsuccessful leaders. But openness is not significantly correlated with success at managing small projects. To repeat – leading a megaproject is a fundamentally different task than managing a small project.

Emotional Intelligence Scales

Emotional intelligence does not play a large role in success or failure on smaller projects. But there are important differences between successful and unsuccessful megaproject leaders in four areas:

1. Recognizes one's own emotions
2. Optimism
3. Social skills
4. Recognizes other's emotions

What types of previous experience are beneficial?

1. Non-operated Venture (NOV). Experience representing a partner in a non-operated venture is significant)
2. Hook Up and Commissioning (HUC) experience is significantly correlated to successful project leadership.

Business experience is detrimental to success.

Leaders' Views of Tasks

Unsuccessful leaders are downward-focused, spending their time and energy on technical or *hard-side* tasks:

- work processes

- project controls
- technical problems

Successful leaders spend their time and energy on *soft-side* tasks;

- stakeholder management
- Communication
- people management
- contractor and vendor interfaces

Task Category	Leaders That Consider Task to Be Important	Leaders That Spend More Time on Task
Stakeholder Management	Successful Leaders	No difference
Project Work Processes	Unsuccessful Leaders	Unsuccessful Leaders
Project Controls	Unsuccessful Leaders	Unsuccessful Leaders
Project management	No difference	No difference
Communication	Successful Leaders	No difference
People Management	Successful Leaders	Successful Leaders
Contractors and Vendors	Successful Leaders	Successful Leaders
Engineering/Technical Tasks	Unsuccessful Leaders	Unsuccessful Leaders
Construction Safety	No difference	No difference

Table 1: Summary of What Leaders Considered Important and Where They Spent Their Time

Personality, Emotional Intelligence, and Leadership Styles

Nandurdickar and Merrow conclude that we are choosing the leaders of megaprojects via the wrong metrics. Success in managing small projects is not sufficient; indeed, the traits that naturally lead to success in small projects management lead directly to failure in megaprojects.

Choosing project leaders with the right personality and emotional intelligence is critical to project success. In the words of the authors:

“The behavior of project leaders may be shaped somewhat by skills and training, but it is clearly modulated through personality and emotional intelligence. Those with more closed personalities and lower emotional intelligence tend to emphasize work process and technical tasks and shun the people-to-people tasks. That is just natural. But the people tasks are what generate success, especially in the complex projects where transactional management cannot work.”

For those who may be skeptical of the analysis... the part 2 of the book has 7 leaders, who discussed on record their leadership journey's. They confirm the data and also show the stability of the hypothesis – that there are certain personality traits, habits of mind, tasks that drive success no matter if you are woman or man, from IOC, Supermajor or NOC, from western world or Asian World.

References:

2018, Merrow and Nandurdikar, *Leading Complex Projects: A Data Driven Approach to Mastering the Human Side of Project Management*, John Wiley and Sons

PRODUCTION FACILITY SEMINAR



Delta Section

Presented by Allen Porter

December 13, 2018

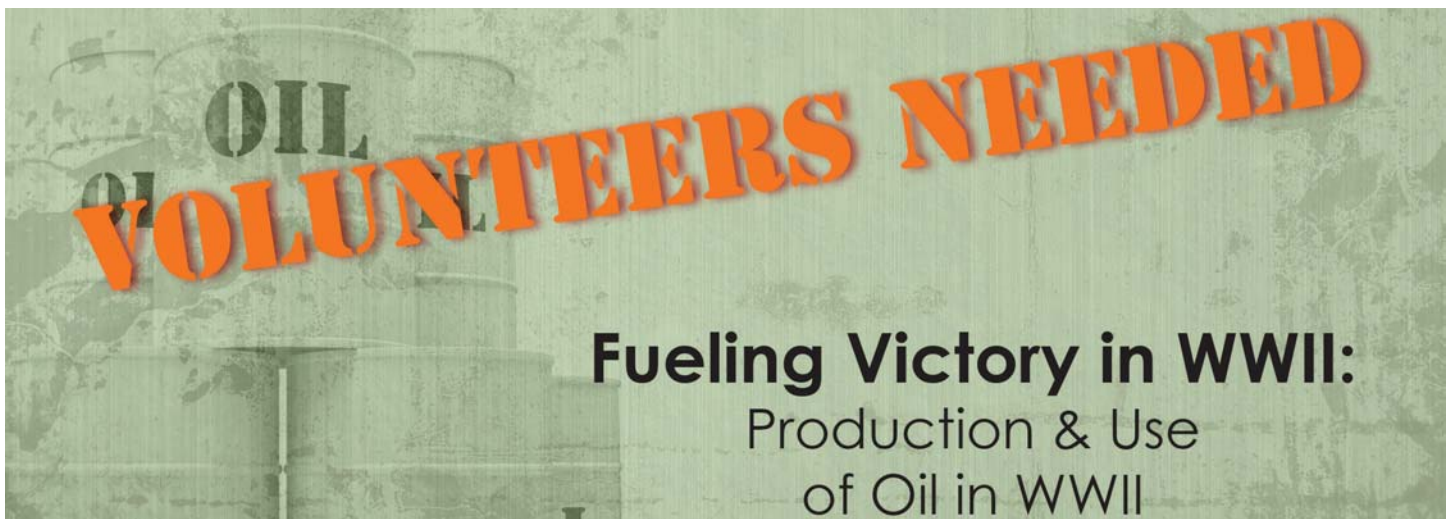
11:00 a.m. - 1:00 pm

One Shell Annex Building • 701 Poydras Street • New Orleans, LA 70139

Allen Porter is the retired vice president of CE Natco and the retired president of Allen Tank Co. He began his career with Gulf Oil before they had a single well offshore and has witnessed the shelf grow and peak. He has spent most of his 65 year career designing and building production facilities all over the world, but has predominantly worked on the "Shelf" of the Gulf of Mexico.

He has also been involved with recruiting and training young engineers. The seminars will cover general principles of separation, treating, and dehydration. This program is particularly directed to people involved in process equipment with limited "hands on" experience, and designed to help make design easier and with less errors. It will be open to discussion.

Contact Andrew.Vislosky@shell.com
for more information



Delta Section

The National WWII Museum in New Orleans is a remarkable place. It contains snippets of oil's role in winning the war, but not much of that story.

Armies, navies, air forces consume vast quantities of resources. Oil - lots of it - was required to make the victory possible.

SPE Delta is launching a study to develop the story of fuel, oil in particular, in winning WWII.

We are looking for volunteers willing to dive-in and research this piece of history to tell the story of how much was needed, where it came from, how it was found, produced, refined,

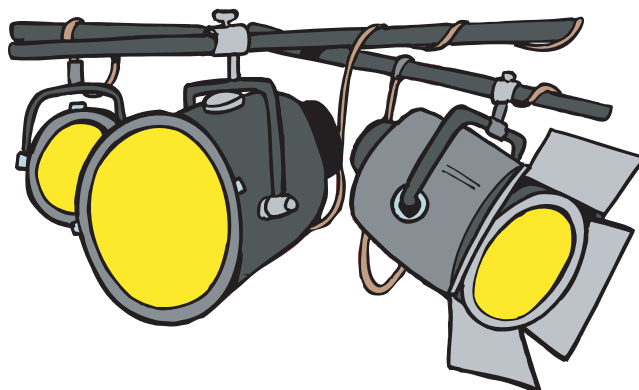
conserved, transported, and fought over, how it affected military strategy and about the people who made it all happen. We hope that eventually the story we develop will be presented in the National WWII Museum.

This is likely to be a multi-year effort. Our first goal will likely to be development of a short documentary video.

**If you would like to be involved,
please contact [Daniel Durey](mailto:daniel.durey@shell.com)
at daniel.durey@shell.com**



Delta Section



Spotlight on Young Professionals

Do you know a young professional who deserves to be put in the Spotlight? If so, suggest them (or yourself) to be featured in the “Spotlight on Young Professionals.” Help us identify worthy young professionals by submitting your story today for a chance to be featured in The Way Ahead™.

Learn more at <http://www.spe.org/members/yps.php>



Volunteering Looks Good on You.

Engage Support Contribute

Become a Mentor through SPE's eMentoring Program

eMentoring gives SPE members a way to contribute to the E&P industry by sharing industry insights and practical career advice with young professionals, or by helping university students with academic and career direction. Young professionals also have the unique opportunity to serve as mentors to students.

Join the program today by going to <http://www.spe.org/ementoring/>

Dues Waiver

SPE offers a dues waiver for renewing members who have lost their jobs due to the industry downturn and other circumstances. To qualify, submit a written request by either postal mail or email to service@spe.org.

Out of Work?

Check out the Members in Transition Toolkit at <http://www.spe.org/members/transition/>. Learn how to optimize your job search, develop your network, enhance your skills, and thrive in a downturn.