



**ConocoPhillips**

# Relentlessly Obsess about Your Story

APQC

Houston



North America

**K**nowledge Sharing  
at ConocoPhillips



# Today ...

- **Company overview**
- **Setting the stage for Knowledge Sharing**
- **Seven Ways to Obsess**
- **Questions and answers**

# ConocoPhillips

## Who we are

- Third largest U.S. integrated energy company
- Operations in more than 30 countries
- Over 32,000 employees worldwide

## Our Business

- Exploration and Production
- Refining, Marketing, Supply and Transportation
- Natural Gas Gathering, Processing and Marketing
- Chemicals and Plastics





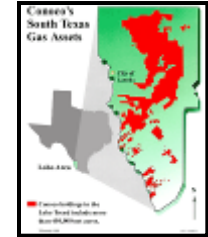
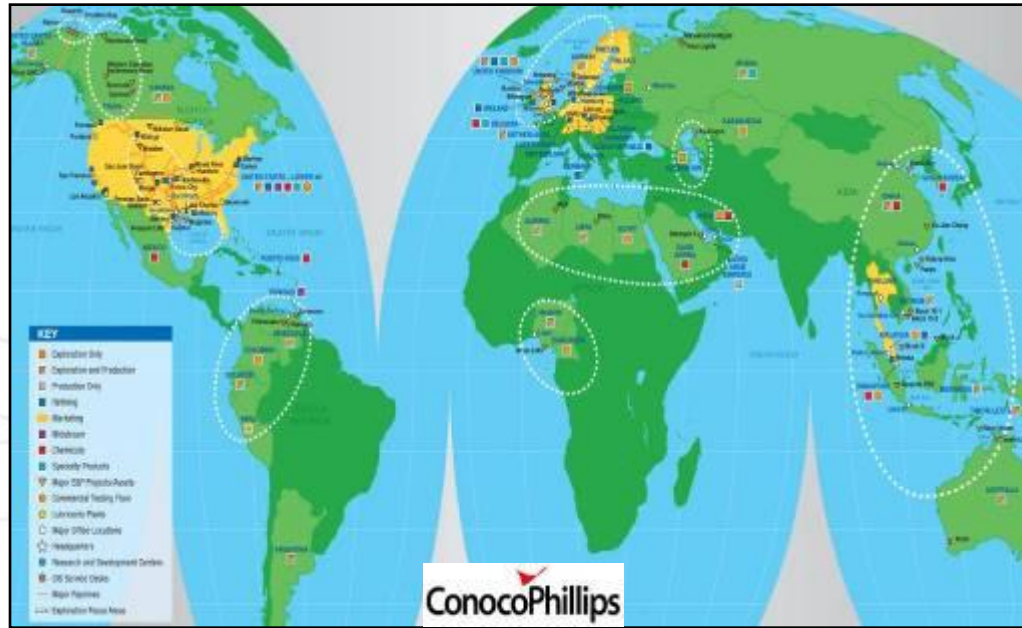
# Operations around the World



- Exploration
- Exploration and Production
- Emerging Businesses
- Refining
- Midstream
- Chemicals
- Marketing

# Setting the Stage for KS

2000



1997

Lobo

2001



2001

Gulf Canada



2006

**BURLINGTON  
RESOURCES**



2002

2007

COP - Encana Canadian & U.S.  
Heavy Oil Joint Ventures

LL&E  
1997

Poco Petroleum  
1999

Canadian Hunter  
2001



# Knowledge Sharing Vision



A workplace where employees continuously deliver additional value through global collaboration and expertise sharing.



# Knowledge Sharing Journey

*Strategy...awards...communication...enterprise-wide growth!*

**KS Vision – 2012**

2004      2005      2006      2007      2008      2009      2010      2011-12



Previous Networks – Downstream and Upstream

Global Awards 4-Gs

Success Stories

Upstream Network Model

Focus on Connecting People

**Communication & Training**

Semantic Analysis (Content)

125+ Networks Enterprise-wide

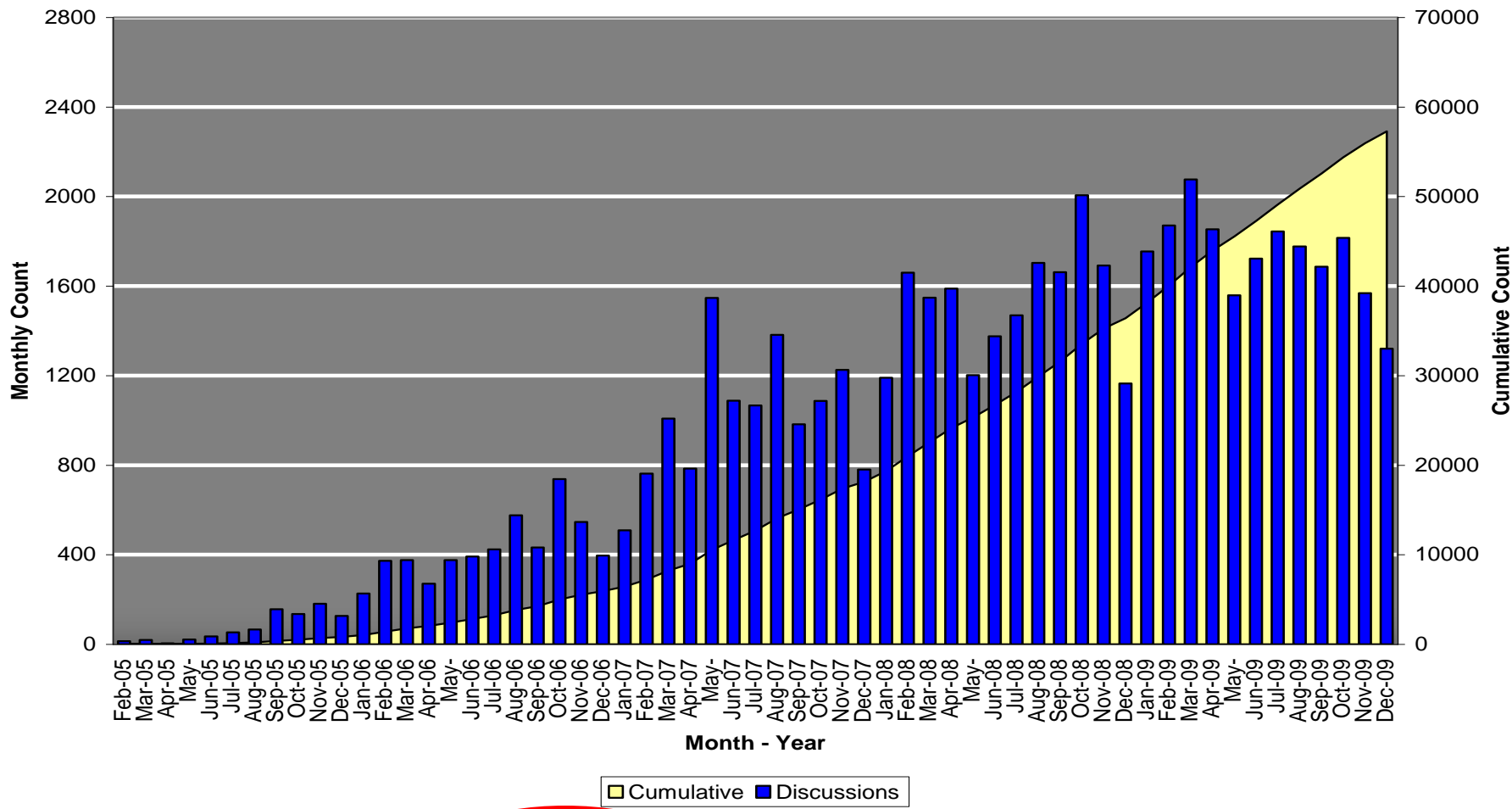
Professional Networking  
OneWiki  
Strategy for RoCK  
Network Business Impact  
Learning & Development  
Cross-Stream / Function

**Functional Excellence**



# Peer-to-Peer problem solving is a strong indicator of our collaborative culture

All NoE Discussion Items & Threads



| 2005 | 2006  | 2007   | 2008   | 2009 YTD | Total  |
|------|-------|--------|--------|----------|--------|
| 812  | 5,126 | 12,223 | 18,260 | 20,847   | 57,268 |



# ConocoPhillips Membership by Stream (Jan 1, 2010)

| Streams             | Number of Employees | Number of Unique Members | Total Members |
|---------------------|---------------------|--------------------------|---------------|
| Commercial          | 1133                | 792 70%                  | 1453          |
| Corporate           | 2557                | 605 24%                  | 911           |
| Downstream          | 11816               | 2686 23%                 | 5430          |
| IT/ITSS             | 1231                | 552 45%                  | 947           |
| Project Development | 760                 | 670 88%                  | 2025          |
| Technology          | 568                 | 330 58%                  | 886           |
| Upstream            | 12719               | 7021 55%                 | 19964         |
| <b>Grand Total</b>  | <b>30784</b>        | <b>12656 41%</b>         | <b>31616</b>  |

- Working definition of a Knowledge Worker at ConocoPhillips: *anyone involved in developing or using knowledge to create business value*

Here's an interesting 2008 McKinsey Quarterly article called: ["making talent a strategic priority"](#)

- Look at the fourth page** -- *"Knowledge Workers are different because they create more profit than other employees do -- up to three times more, according to our research. Yet the performance of knowledge-intensive companies within the same industry varies significantly, which suggests that some of them struggle to extract value from this newly enlarged type of workforce."*



# Sponsorship across the Enterprise

## Sponsorship

Governance





# KS Sits High in the Company

**Chairman  
& CEO**

**SVP  
Planning &  
Strategy**

**Chief  
Economist**

**Director  
Knowledge  
Sharing**

**MGR,  
Alternative  
Energy**

**GM,  
Corporate  
Planning &  
Strategy**



# How Has Communication Helped?

## Seven Ways to Obsess

1. Hire a Pro
  2. Make a Plan
  3. Think Big
  4. Think Small
  5. Be Creative
  6. Say Yes
  7. Be Passionate!
- 
- | Way to Obsess     | Green | Blue | Yellow | Orange | Pink | Red |
|-------------------|-------|------|--------|--------|------|-----|
| 1. Hire a Pro     | 1     | 0    | 0      | 0      | 0    | 0   |
| 2. Make a Plan    | 1     | 1    | 0      | 0      | 0    | 0   |
| 3. Think Big      | 1     | 1    | 1      | 0      | 0    | 0   |
| 4. Think Small    | 1     | 1    | 1      | 1      | 0    | 0   |
| 5. Be Creative    | 1     | 1    | 1      | 1      | 1    | 0   |
| 6. Say Yes        | 1     | 1    | 1      | 1      | 1    | 1   |
| 7. Be Passionate! | 1     | 1    | 1      | 1      | 1    | 1   |



# Hire a Communication Pro

Someone who understands

- **Messaging**
- **Audience**
- **Consistency**
- **Communication acumen/**
- **Importance of “appearance counts”**



# Make a Plan

**Strategic  
Focus  
Areas**

Evolution of KS  
Function



**Global KS Branding**



**Global Awards**



**Regional/BU  
Communication**



**Events**



**NoE Leader Summit**



**Collaborative Networks**

# Global Brand - KS Media Library



Media Library

All sources

- HOME
- SUCCESS STORIES
- RECOGNITION
- NETWORK KPIs
- MEET THE TEAM
- MORE...

## VIEW AND LISTEN

### Podcasts

- [2006 Success Story of the Year](#) (Dan Kruse)
- [Turbomachinery NoE Knowledge Transfer](#) (Paul Muir)
- [Defect Elimination Knowledge Reuse](#) (Aaron Braden)
- [Venezuela Grabs from Lower 48](#) (Leo Brown)
- [Canada helps Venezuela Avoid Pricey Pilot](#) (Matt Hall)
- [Canada Syncrude Improves Operations](#) (John Anders)
- [Bohai Bay Reuses Knowledge From Alaska](#) (Blaine McCauley)

### Videos

- [NoE Leader Video \(Part 1\)](#)
- [NoE Leader Video \(Part 2\)](#)

## NETWORK NEWSLETTERS

- [The View - Well View](#)
- [Power & Automation News](#)
- [Stakeholder Engagement News](#)
- [Project Development News](#)
- [Upstream Rotating Equipment News](#)
- [Geophysics News](#)
- [Floating Production Systems News](#)
- [Planning and Scheduling FET News](#)
- [Facility Optimization News](#)
- [Geomodeling Newsletter](#)
- [Heavy Oil Network Newsletter](#)
- [Completions Network Newsletter](#)

## PUBLICATIONS

| Date       | URL   | Publication                    |
|------------|---|--------------------------------|
| 3/15/2010  | <a href="#">Archimedes Award Winners Named</a>  | Spirit Magazine                |
| 1/4/2010   | <a href="#">ConocoPhillips named MAKE award winner</a>                                    | SPIRIT                         |
| 9/25/2009  | <a href="#">Sharing across boundaries and company cultures</a>                            | SPIRIT magazine, third quarter |
| 6/26/2009  | <a href="#">SPIRIT Magazine Article -- Knowledge Sharing Adds Strength to the Company</a> | Spirit Magazine                |
| 6/15/2009  | <a href="#">UK Sponsor Update</a>   | KS Portal NSBU                 |
| 6/1/2009   | <a href="#">ConocoPhillips is the Pioneer</a>   | Pioneer                        |
| 5/11/2009  | <a href="#">Facebook for the Enterprise: the oil and gas industry goes social</a>         | Harts E&P                      |
| 5/1/2009   | <a href="#">On Track May 09</a>   | On Track e-newsletter          |
| 3/23/2009  | <a href="#">As Work Force Ages, Oil Majors Use Tech to Retain Knowledge</a>               | Rigzone                        |
| 2/1/2009   | <a href="#">On Track Feb 09</a>   | On Track e-newsletter          |
| 12/30/2008 | <a href="#">The nature of knowledge</a>   | North Sea Pioneer              |
| 12/15/2008 | <a href="#">Collaboration wins Canada a 48 million dollar refund</a>                      | SPIRIT                         |
| 12/15/2008 | <a href="#">Network Leaders give Knowledge Sharing Summit thumbs up</a>                   | SPIRIT                         |



# Media Examples

- Video
- Podcast
- Newsletters



First Edition - 2009

Welcome to the first issue of the Facility Optimization Network of Excellence (NoE) newsletter. We would like to use this publication to keep our members up to date on some of the NoE's activities, describe portal features that you may not be aware of and highlight resources that will help you in your daily work, such as tools, optimization tips, lessons learned, successes, training and development resources, new technologies and member-written articles.

Please feel free to give us feedback on this newsletter and on our Facility Optimization program. We look forward to [hearing from you!](#)

## Facility Optimization NoE Purpose

The Facility Optimization NoE's purpose is to help our Upstream Business Units reduce planned and unplanned facility-related production losses through the identification and sharing of optimum and value-adding operating practices.



# Global Brand: Archimedes Awards



**Global**



**Regional**



# Think Big!

## “Ten Critical Success Factors” Videos





# Think Big!



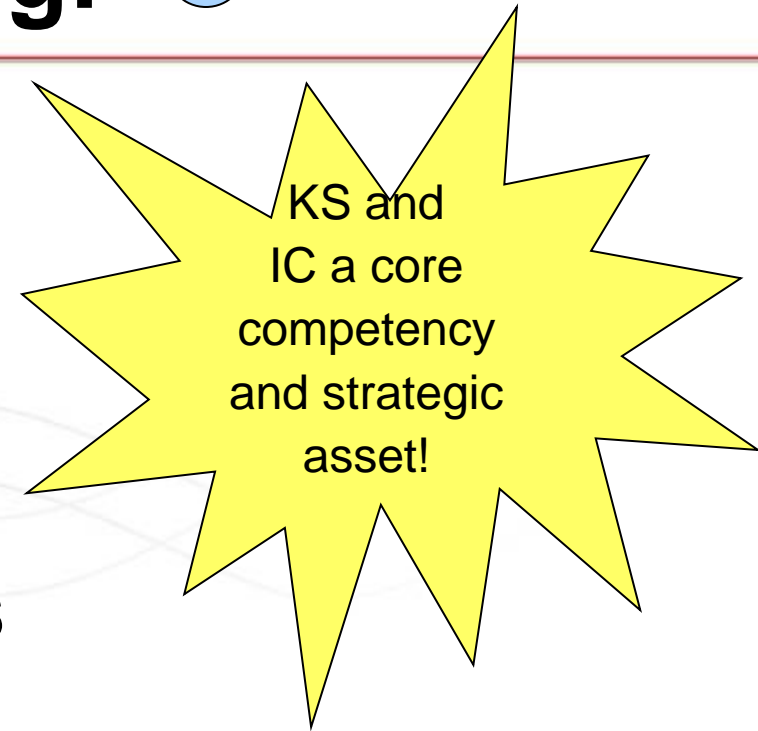
## Network Leader Summit

- For network leaders of all experiences levels
- Exchange of best practices and lessons learned
- Refreshing the KS vision



# Think Big!

## KS University -



KS and  
IC a core  
competency  
and strategic  
asset!

## .....Supporting the evolution of KS

- A fit-for-purpose learning experience for employees across the enterprise
- Leverages the company's Learning Management System (Learning Express)
- Brings consistency to existing ad-hoc training
- Reinforces key messages for employees based on their roles



# Think Small ... (*Pay attention to detail*)



- New employee onboarding
- **The KS Café** – *where fresh ideas emerge*
- PD&P Summit
- Engineering Academy

- E-mails to supervisors of nominees and winners
- Portal audits
- Podcasts
- BTFTW game





# Think Small!



# Leader "stamps"

## Facility Optimization NoE Sponsor:



Bob Stubbs

## NoE Leaders:



White



Ali

Knowledge Sharing at ConocoPhillips | Leveraging Knowledge for Continuous Improvement | ConocoPhillips

Home NoE Navigation Operations Excellence Capital Projects Wells Excellence Subsurface Excellence Global Browser Up to KS Home

ConocoPhillips Home Facility Optimization

Current Location

- Knowledge Sharing Home
- Networks of Excellence (NoE)
  - Facility Optimization

Home

- Announcements
- Events
- About the Network
- Links

Ask & Discuss

- Ask the Network

Knowledge Library

- Knowledge Content

People

- Members

Workgroups

- Workgroup Links

Restricted

- NoE Mgmt

Home Facility Optimization

Enhanced

Home Ask & Discuss Knowledge Library People Workgroups JOIN...

Submit a Success Story

Network Purpose: The Facility Optimization NoE collaborates to capture loss opportunities from facilities (wellhead thru to custody-transfer point) through identification of optimum and value adding operating practices.

L48 Standards of Operation Register Knovel Library Upstream Engineering Standards and Practices

ANNOUNCEMENTS

Title

**Facility Optimization NoE To Host Next Lunch & Learn Presentation on Sept. 8**  
The September Facility Optimization NoE presentation will be on **fluid phase behavior** presented by Russ Bone. See the attached for details.

**Facility Optimization NoE Nominated for 2009 Network of the Year**  
Congratulations and thanks to all of our members for helping the Facility Optimization NoE to get nominated for 2009 Network of the Year.

This indicates that our network is again considered among the best of nearly 130 networks at ConocoPhillips.

The global knowledge sharing and problem solving that has been demonstrated by our network is one of the key factors that lead to this recognition.

Well done, and keep it up.

See the attachment for more information.

Add new announcement

2009 Nominee Network of the Year

2006 Network of the Year 2008 Network of the Year

NOE PERFORMANCE

Through Nov 1st 2008 our 106 KS Success Stories indicate our NoE has delivered 10,528 BOEPP against our goal of 4000.

4000 BOEPP

10,528 BOEPP

EVENTS

| Title     | Begin             |
|-----------|-------------------|
| Core Team | 1/20/2009 9:00 AM |

-- LATEST 5 ITEMS -- ASK & DISCUSS

New Discussion Expand/Collapse

| Subject                 | Replies | Posted By     | Modified           |
|-------------------------|---------|---------------|--------------------|
| WSAC unit scale removal | 1       | Vecere, Emily | 8/20/2009 11:34 AM |



# Be Creative!



- Redesign focus groups
- Blogs
- Candy bars
- Wallet cards



# Say Yes!



- Be flexible and visible
- Extend your reputation as a service provider and people will come to you!
  - Safety Summit
  - Voluntary Protection Program
  - Benchmarking



**STEP UP** TO THE CHALLENGE  
**STEP UP** TO VPP STAR  
HOUSTON • COMPLEX







# ...and people will come to you! ●

## ENERGY

**ENERGY**

Apache CORPORATION, Sellafield Ltd, ENCAN, CITGO, Chevron Phillips, SMITH, bp, BR, PETROBRAS, Schlumberger, FW, HALLIBURTON, CAMERON, VALE, SEVERN TRENT, Rockwell Collins, Chevron, PETROMAS CARIGALI, LUK, TOTAL, KNOC, Korea National Oil Corporation, SAIC, FMC Technologies, ExxonMobil, FLUOR, Eni, COOPER Power Systems, STATOIL

## Manufacturing

**Manufacturing**

syngenta, CEMEX, Network Rail, UOP, AIR LIQUIDE, GE, MICHELIN, Ford, SAIC, ROLLS ROYCE, Cadbury Schweppes, Raytheon, Heinz, lyondellbasell

## Non-Profit

**Non-Profit**

MITRE, THE AEROSPACE CORPORATION, RICE UNIVERSITY, APQC, BRITISH COUNCIL, American Red Cross, NASA

## IT

**IT**

Microsoft, FUJI XEROX communications, 3M, hp invent, CISCO, IBM, Sun microsystems, Turner & Townsend

## Financial

**Financial**

Deloitte, AON, STATE FARM INSURANCE, ERNST & YOUNG, Lloyd's Register

## Healthcare

**Healthcare**

P&G, Providence HEALTH CARE, Johnson & Johnson, Pfizer, Wyeth, CATHOLIC HEALTH INITIATIVES





# Be Passionate!



Hire passionate people who never tire of telling your story!

KSLT Strategic Guidance

Extended Team: IT Support



**Dan Ranta,  
KS Director**



**Scott Steele  
KS Taxonomist**



**Matt Meade  
Associate Analyst**



**Yvonne Myles  
KS Comm. Advisor**



**Katie Hermeston  
KS Comm.  
Coordinator**



**Andrew Felton  
OW Content  
Specialist**



**Michael Alabastro  
KS Technical Specialist**



**Miriam Fjellaker  
KS Network Specialist**



**Heather Stanga  
KS Network Specialist**



# Soon others will tell your story! ●



THE WALL STREET JOURNAL.



## • Presentations

- Microsoft Energy Forum (Feb. 2009)
- APQC (Dan Ranta - May 14)
- KIN (Nick Targontsidis and Yvonne Myles, Jun 2009)

## • External communication

- Dow Jones News Service (WSJ, CNN Money, Rigzone, etc.)
- Harvard Business Review
- Harts E&P online magazine
  - Oil giants push to make use of social networking
  - Facebook for the Enterprise (July 2009)
- Offshore International Technology (UK-based publication Sent 2009)
- Oil of Russia Magazine (2008)
- University of Virginia book chapter
- University of Alaska thesis



## • Internal

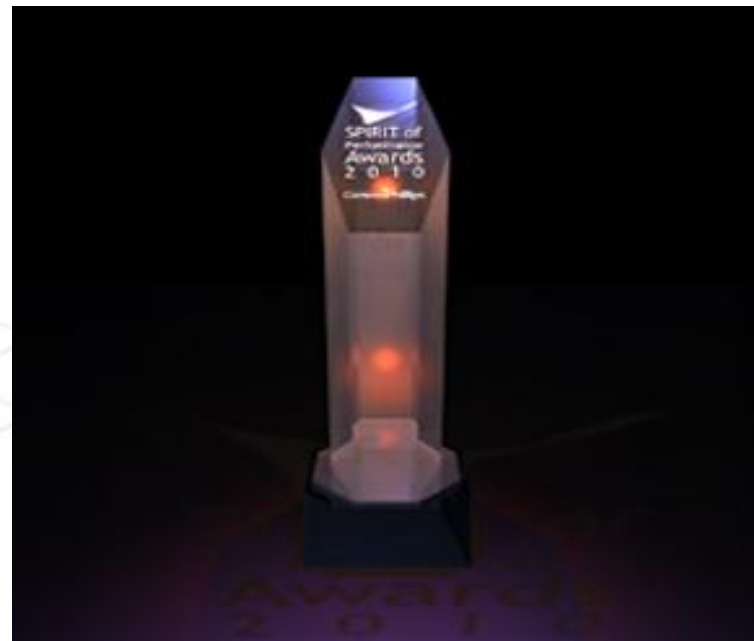
- SPIRIT magazine



# Questions / Comments



**North America**



2010 SPIRIT of Performance – Knowledge Sharing & Business Partners