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## N832: Managing Multidisciplinary Subsurface Teams

Instructor(s): Steve Thompson

Format and Duration

Classroom - 3 Days

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### Summary

This course will enable current and emerging subsurface managers and team leaders to deliver business performance and add value through effective management of multidisciplinary subsurface teams. Participants will understand the key management requirements for developing organisational capability and delivering excellence through subsurface teams within E&P. It will also help develop an understanding and appreciation of maintaining an appropriate balance between immediate, near-term and long-term business delivery. Participants will learn to apply best practice tools and processes as project managers to get the most out of multidisciplinary subsurface teams.

### Learning Outcomes

Participants will learn to:

1. Appreciate that uncertainty and risk management provide a vital frame of reference for prioritization and better decision making.
2. Appreciate the management choices in subsurface delivery across the E&P value chain.
3. Describe and demonstrate the expectations of subsurface managers and explain with clarity the skills required for high performance.
4. Demonstrate and explain subsurface management competencies and the way subsurface managers may use them to impact and relate to others.
5. Effectively communicate the subsurface issues to non-subsurface leaders and decision makers.
6. Identify ways of efficiently condensing and managing the multitude of daily activities, requests and demands upon subsurface managers/team leaders.
7. Understand how to resource teams combining internal and external resources, designing efficient and sustainable subsurface teams whilst balancing the needs of the individual, the team and the company.
8. Utilise the knowledge of capable individuals appropriately and know how a team succeeds in the subsurface domain.
9. Describe their role as project managers and the impact of fundamental project management skills to the delivery of the subsurface products and in building business success.
10. Understand the roles of subsurface teams in the core E&P delivery processes and the importance of the depletion plan.
11. Interpret the depletion planning process and improved knowledge of the levers and choices available to drive depletion planning performance.
12. Recognise the role of technology identification, planning and delivery in achieving business success.
13. Understanding the importance of assessing and valuing information and data acquisition in subsurface management.

### Training Method

A three-day classroom based course. The class uses a combination of presentations, group work, exercises, case studies and role plays to ensure that participants learn and develop the confidence to use the various principles and techniques presented in the course. The programme will have a highly interactive master- class style. The content and reflections are provided by oil and gas professionals with a

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wealth of senior and subsurface leadership experience and expertise.

### Who Should Attend

The course is designed for current and emerging subsurface managers/team leaders and others with subsurface management responsibility in their roles.

### Course Content

The course will examine and discuss the challenges and tensions faced by subsurface managers – how to create focused teams that deliver high business performance through quality and timely products under the umbrella of risk and uncertainty.

It will examine how to understand the business environment, corporate business drivers and priorities together with making decisions about the trade-offs inevitably required between costs, pace and value.

This will all be framed in creating an environment of safe and responsible operations and work practices.

Effective subsurface management varies not only with the person or group that is being influenced, but it also depends on the task, job or function that needs to be accomplished.

The course will examine the key subsurface activities, their focus and how they change across the E&P value chain from access and exploration through to development and production. It applies best practices within the specific context of the subsurface domain and will help participants grow their skills and competency in subsurface management across the value chain.

The course will:

- Examine the current, and relevant recent, business context and framework in which E&P companies operate
- Share insights into successful subsurface team leadership and management core skills and needs
- Describe the E&P business framework; how and where subsurface work fits and impacts an organisation's objectives
- Discuss, using case studies and shared experience, key focus areas for team leaders:
  - Safety
  - People
  - Process
  - Technology
- Look at portfolio choices through the use of case studies and practical experience to understand business drivers
- Show how to characterise subsurface and business uncertainty to manage risk to drive performance
- Use material on slides, case studies, classroom exercises and discussion to illustrate E&P activity and planning cycles, whether annual or value chain based:
  - Core subsurface activities: Exploration, Reservoir management, Operational delivery, Production management
  - The depletion plan

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- Access and exploration
- Appraisal and development
- Production operations
- Provide guidance and shared experience of compliance and HSSE expectations, as well as the consequences of failure
- Use exercises and participants' presentations in class to demonstrate effective communications, engagement and enrolment of other stakeholders – government/regulatory, senior management, other functions and Subsurface teams
- Explore and discuss views and studies of the expectations of subsurface team leaders
- Use a team exercise to introduce the concept of developing organisational capability within a subsurface setting, and explore the levers and tools available to the subsurface team leader
- Discuss opportunities and proven successful examples of working effectively and managing the supply chain and external groups to add value to the business
- Look at the typical annual cycle of the E&P business to help subsurface team leaders predict and plan the work demands required for smooth running in organisations
- Use basic project management techniques to improve the efficient planning and execution of subsurface projects and delivery

### Further Information

Subsurface analysis is the foundation of investment decisions in all successful Exploration and Production companies, and yet few subsurface managers and team leaders are given formal development into the responsibilities of their role. This course provides that context and clarity in a format proven successful within a leading oil company.

This course is arranged to help build and grow high levels of competency in subsurface domain management. It will provide facilitated learning for delivering excellence in subsurface management for the upstream oil and gas business. Participants will understand the leadership principles for all common subsurface processes and practices across the E&P value chain. They will enhance their own management and leadership capability and will be better equipped to deliver improved business performance. This will be achieved through focusing on managing subsurface resources to optimise value, and on getting the most out of teams - learning how to grow and enhance organisational capability.