

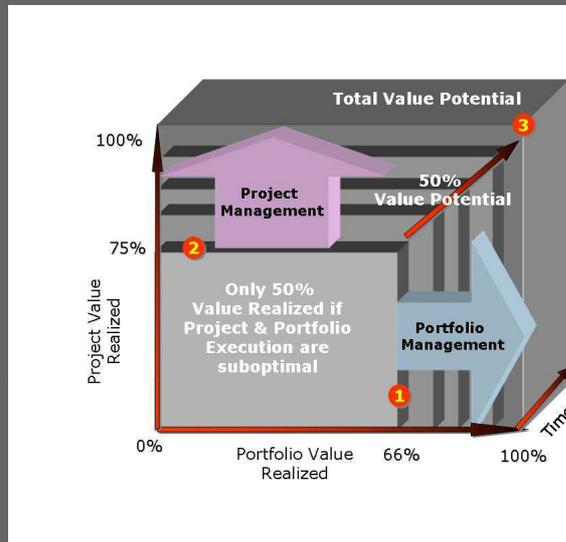
# Energy Strategy Value Series



## Team Performance Optimization

Alboran has developed POSITIVE™, a tool for monitoring team performance, based upon the realization that the probability of success (POS) in teams is in part emotionally driven. POSITIVE™ supports teams in enhancing their POS to improve their performance. A portion of the organizational resources and energy will go to waste if teamwork in your company remains ineffective. Organizations that know how to optimize teamwork are able to avoid undue delays in projects and realize better economic outcomes.

Although most organizations are aware of the importance of a people-oriented approach, performance pressures tend to push organizations into a goal-oriented culture. In such goal-oriented organizations teams tend to overlook persistent and repetitive inefficiencies in their team collaboration. Team members with goal-oriented tasks will only be able to work effectively if people, culture and communication constraints are properly addressed.



Alboran's team tool, POSITIVE™, enables project teams to improve their POS by monitoring the degree of alignment between team members on key issues such as: (1) sharing corporate values, (2) ensuring the skills of the team are appropriate for the challenges, opportunities and tasks ahead, and (3) agreeing on a shared vision and approach for solving the project's challenges. The probability of failure is reduced by improving the alignment on cultural issues and broadening the skills effectiveness of team members. The degree of support, adoption and passion for the vision, strategy and goals of a challenging project are equally important and can also be improved by using POSITIVE™.

Alboran's expertise is based on detailed proprietary studies, parts of which have been published in the peer-reviewed, scholarly domain.

### 1. Cultural challenges in oil and gas industry management

*World Oil*, 2008, Vol. 229, Issue 4, pages 223-228.

Professionals in the international oil and gas business are naturally endowed with a range of human emotions and now have their roots in an increasing diversity of cultures. Therefore, the interaction between social groups and proper management of human emotions must be continually optimized in an industry dominated by formidable technical challenges that relies on a multicultural workforce to solve those challenges. Only those energy organizations that know how to skillfully handle Emotional Intelligence—and are prepared to invest in it— will be successful.

## 2. Closing Communication Gaps can improve the success of Oil & Gas Ventures

*Oil and Gas Business Journal, 2008, page 1-24 (06.10.2008 <http://www.ogbus.ru/eng/>)*

The global increase in energy demand and unequal access to reserves has an important consequence: negotiations and relation management involve mutual stakes higher than ever before. For nearly a century, National Oil Companies (NOCs) and International Oil Companies (IOCs) have jointly executed the challenging task to match the global energy supply and demand schedules. Increasingly, IOCs struggle for access to reserves, controlled by NOCs. This situation implicates that even the smallest flaw in effective communication between stakeholders (professionals, companies and governments) may result in an adverse impact on the outcome of the business cooperation – causing loss of business value. The impact of human emotions on business development is quantified in terms of probability of success (POS). The POS is the product of mutual attitude toward cooperation for which a chance factor is introduced in this paper. Our approach results in the following generic conclusions: The Oil & Gas industry traditionally places much focus on the management of technical, financial and political uncertainties and associated risks. Incorporating a coherent view on cultural risk management adds a dimension that can help to avoid negative outcomes in negotiations and relation management.

## 3. Balancing Venturi and Laissez-Faire Management Styles: Insights from Fluid Mechanical Analogs

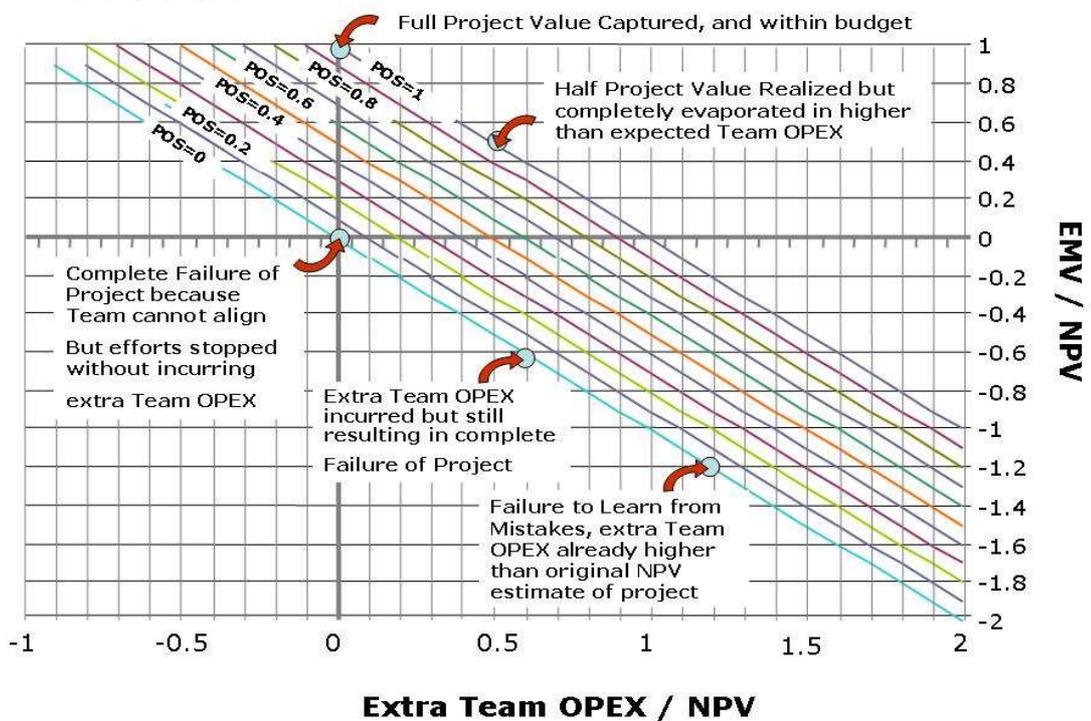
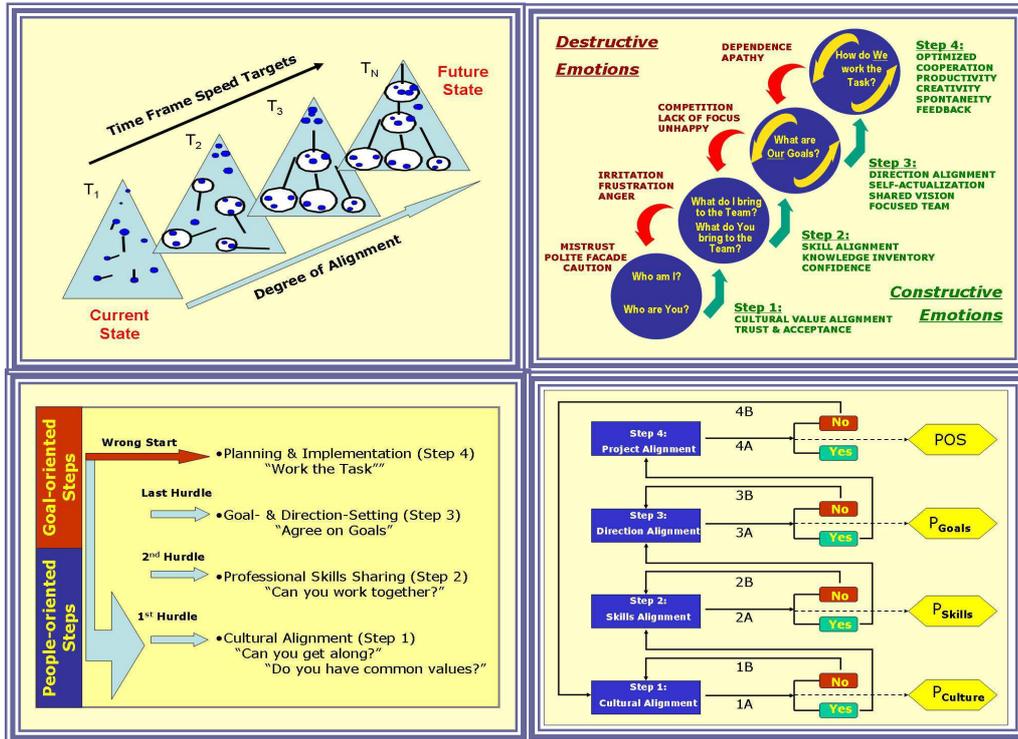
*Journal of Systemics, Cybernetics, and Informatics, 2008, Vol. 5, Issue 6, pages 1-9.*

Contemporary models of organizational learning and organizational behavior focus on the quality of the decision-making processes. Further optimization of performance and workflow efficiency can be achieved by improving the process of new knowledge creation, optimizing the flow of networked cooperation, and enhancing the speed of knowledge transfer across organizational decision gates. Ultimately, this will contribute to the speed and quality of the decision-making process. The managerial role in the early stage of knowledge creation is to support and stimulate the process of knowledge generation and to aid the diffusion of knowledge across organizational boundaries. The organizations that succeed in the most effective goal-oriented application of new knowledge and implementation of new solutions at the highest speed are the ones that succeed in outperforming their competitors.

## 4. Maximizing Oil and Gas project NPV by optimizing Team Performance: Probability of Success improves with Degree of Team Alignment

*Engineering Management Research, 2012, Vol. 1, Issue 2, pages 107-121.*

This study outlines a novel tool which enables companies: (1) to monitor the progress of teams when realizing a project's NPV, and (2) to make adjustments and improve the team's performance when the EMV lags the NPV target. The optimization model rates the degree of team alignment and translates this into team effectiveness. Practical rules are formulated to support team leaders in their efforts to optimize the alignment of team members and thereby enhance the team's effectiveness. The probability of success (POS) is split into three fundamental factors of alignment:  $P_{\text{Culture}}$ ,  $P_{\text{Skills}}$  and  $P_{\text{Goals}}$ . The dynamic effect of team learning on team alignment is graphed as the Cumulative POS. The cost of failure is graphed for a range of POS values, and visualizes the impact on the EMV of extra Team OPEX, each normalized by the project NPV. Applications are possible in all kinds of functional teams, including change management teams that need to build coalitions to effectuate lasting change.



We are delighted to provide additional information on our services.

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