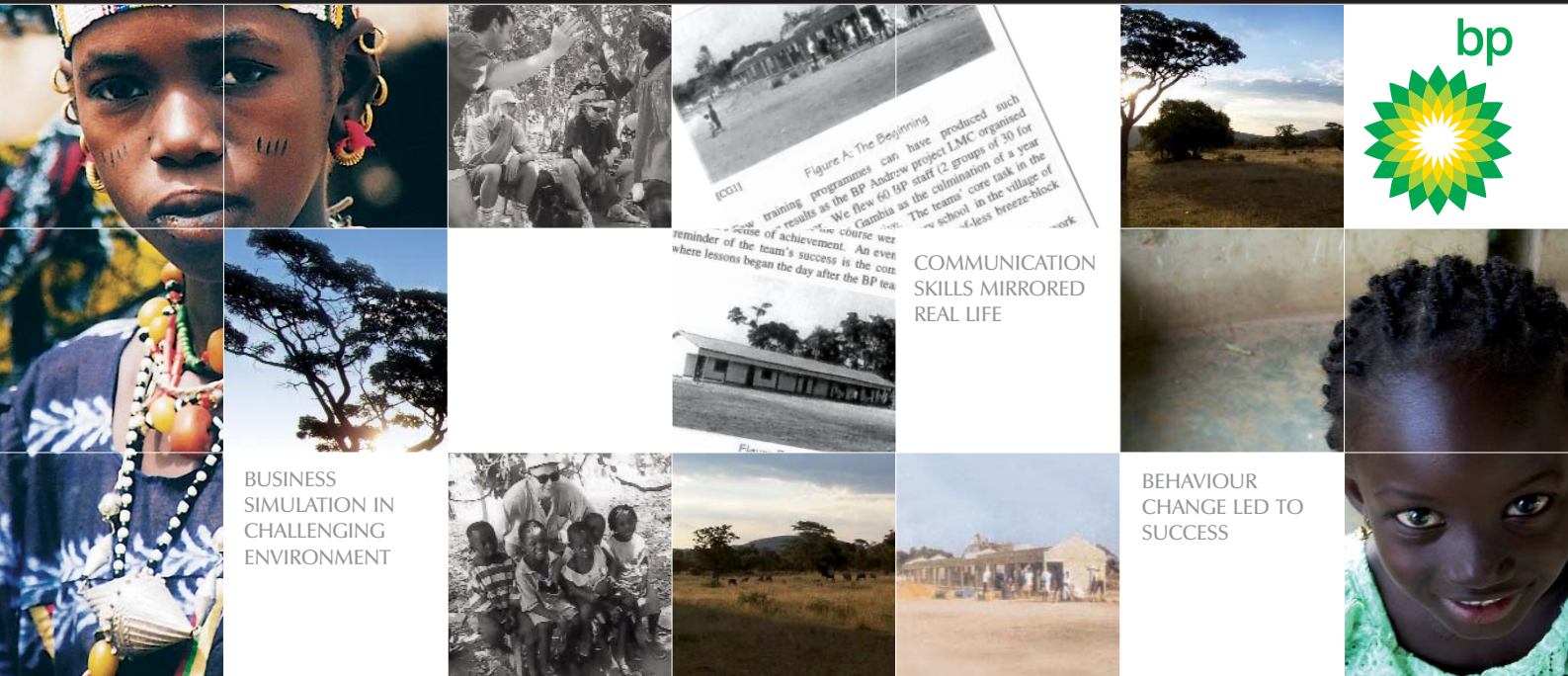


# Case study 9: BP Exploration teams build a school



## BP Exploration

*"The project was a resounding, all-round success - the school was completed on time with an opening ceremony attended by approximately 500 people, including the Gambian ministers for Education and Tourism. The team left with a deeper understanding of the behaviours and communication skills critical to working successfully in teams."*

To exploit smaller oil reserves in The North Sea **BP Exploration** took the strategic decision to develop the Andrew Platform in partnership with suppliers and contractors as a profit share. The project would bring important implications for its workforce as well as major organisational and cultural challenges - managers realised that outstanding teamwork and communication would be key to success.

Unique Solutions, in partnership with Lloyd Masters Consulting, took 60 members of the BP Andrew team to Brikama, a village in the Gambia, to transform a roofless, breeze-block shell (that had stood empty for three years) into Santa-Su Nursery School - a five-classroom building with sanitary facilities, a water supply, playground and furniture. The whole project was to be completed in just two weeks.

Unique Solutions Event Manager Alun Barrett explains: "We chose a 'real project', where the actions of the team had real consequences both for the team and the locals of Brikama, to ensure that we had total emotional buy-in from the team. This mirrored the emotion they feel at work and helped them identify and tackle the behavioural, communication and relationship issues in their jobs. This is a really powerful and engaging way to tackle change and gain total commitment at team level."

There were many parallels in the issues that arose: in Brikama the team members were working in a different country with nationals from a different culture, back on Andrew Platform, in the new partnership, they would be required to work alongside teams from other organisations with different cultures and behaviours. On Andrew Platform, handovers between shifts are hardly ever face-to-face: "Having half of the team working the first week on the nursery and preparing for the next group without a face-to-face meeting emulated the handovers on the platform," says Alun Barrett. "They learned work towards an effective handover at the start of the shift, rather than thinking about what the next shift need to know at the last minute."

Asked to assess the benefit of his Gambian experiences, one participant commented: "The local culture is founded on teamwork and taught us one important lesson: the best team relationships are built on a foundation of trust and understanding with everyone helping each other achieve a common goal."

*"The behaviour and culture shift created by the Santo-Su project directly contributed to the Andrew Platform being launched £80 million below budget and six months early."*



A SKILLED WORKFORCE



MOTIVATED TEAMS



INSPIRED EMPLOYEES

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