

LEA Summit 2024

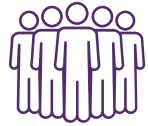
TechnipFMC Subsea Services Europe

April 2024

TechnipFMC At a glance

TechnipFMC is a leading technology provider to the traditional and new energies industry; delivering fully integrated projects, products, and services

Key facts



21,000~
Employees



39
Countries



\$7.8B
Total Company Revenue 2023



18
Vessels

Vision

To enhance the performance of the world's energy industry.

Purpose

Bringing together the scope, know-how and determination to transform our clients' project economics.

[Run TFMC Subsea Video](#)

Core values and foundational beliefs guide our behaviors

Our core values	 Realizing possibilities	 Achieving together	 Building trust
Our behaviors	We strive for ever better We take initiative We learn from success and failure	We work as one team We share knowledge We embrace diversity of thought	We listen to improve We partner constructively We seek to outperform
Our foundational beliefs	In everything we do, we never compromise on Safety Integrity Quality Respect Sustainability		

What is Lean Leadership?

LEAN

Lean Leadership inspires and empowers people to lead prevention and improvement activities by eliminating wastes in their processes to solve everyday business problems and drive impactful results. Lean Leadership aims to:



Define true north, establish **strategic vision and objectives** for business alignment and execution excellence.



Drive the **development of lean leadership behaviors** and ultimately a **high-performance culture** of prevention and improvements.



Eliminate wastes, non-value added activity from the business to **maximize value** and **meet customer's expectations**.



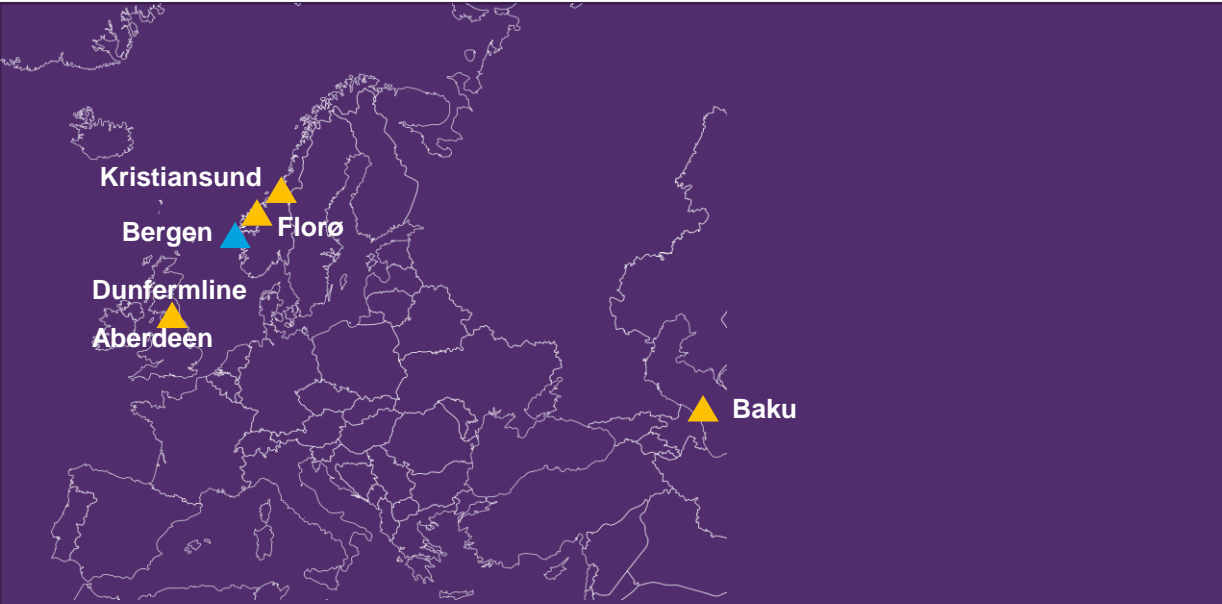
Demonstrate sponsorship and commitment to **sustain the Lean culture** with employee and team **recognition and celebration**.

Focus

Lean Leadership focuses on the 3P framework that enables us to lead a prevention and improvement culture as the way we do business everyday:



Subsea Services Norway/UK - Europe



- ▶ Headquarters in Bergen Norway for Subsea Services Europe
- ▶ 850 Employees
- ▶ Offshore & Onshore Services
- ▶ Mobilization and demobilization
- ▶ New build, overhaul, and recertification
- ▶ Worldwide rental tool pool
- ▶ Significant growth 2021- 2024



Bergen Office & Service Center



Bergen Quay Side facilities



Who we are:



Alexander Aske
VP Subsea Services
Europe



Julie Garmann
Supply Chain Manager

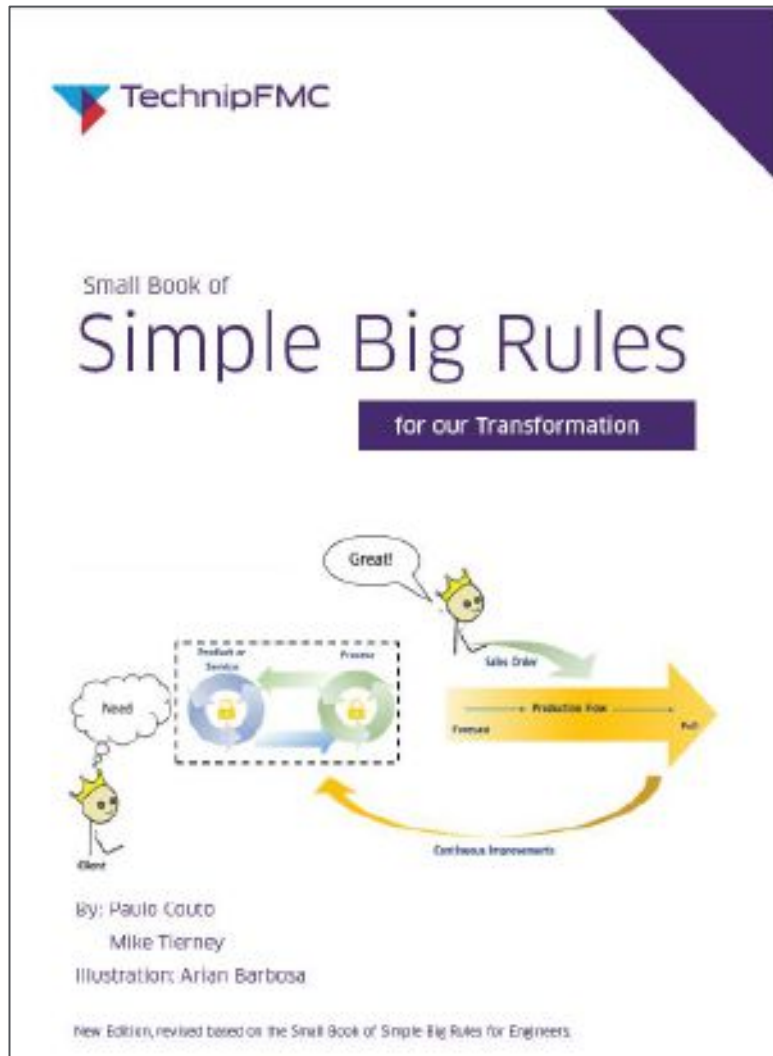


Øystein Varden
Director Onshore Services

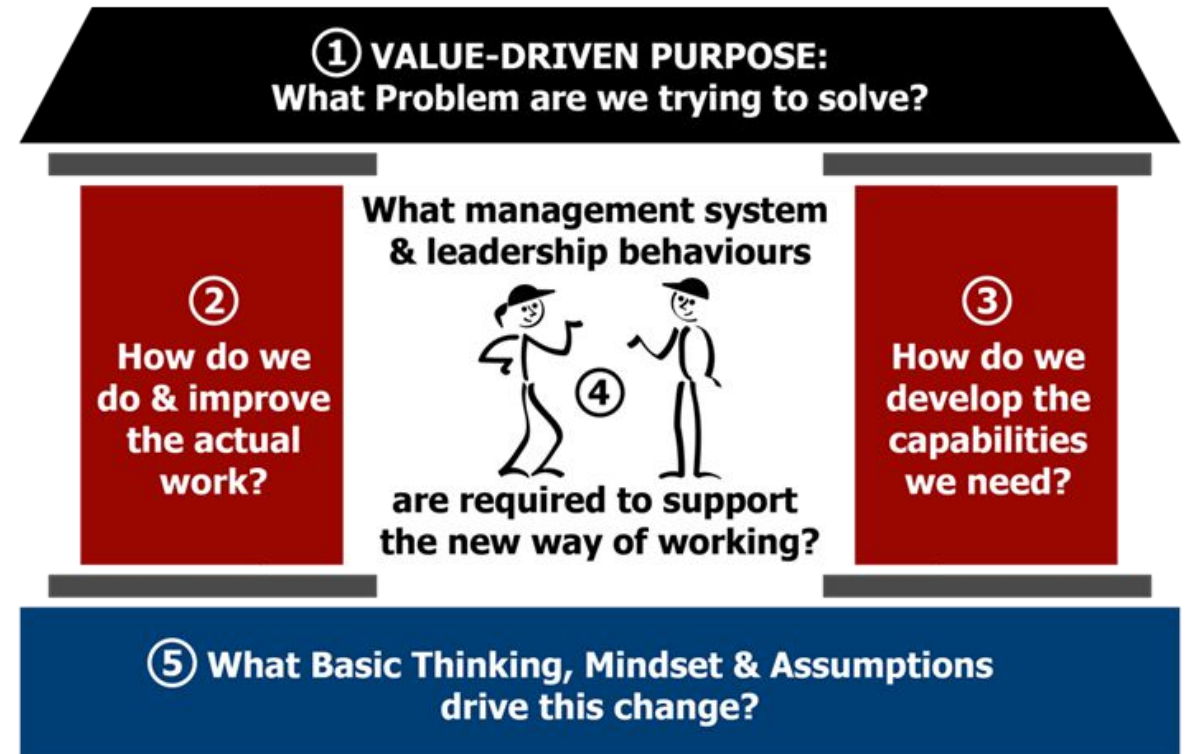
How we built a lean management system

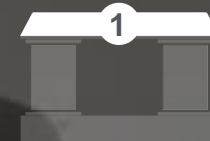
Our experience & Key Learnings

Industry Transformation – LTF



LEAN TRANSFORMATION FRAMEWORK



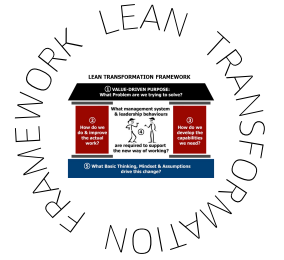


1

Value-Driven Purpose

Value-Driven Purpose

What problem are we trying to solve?



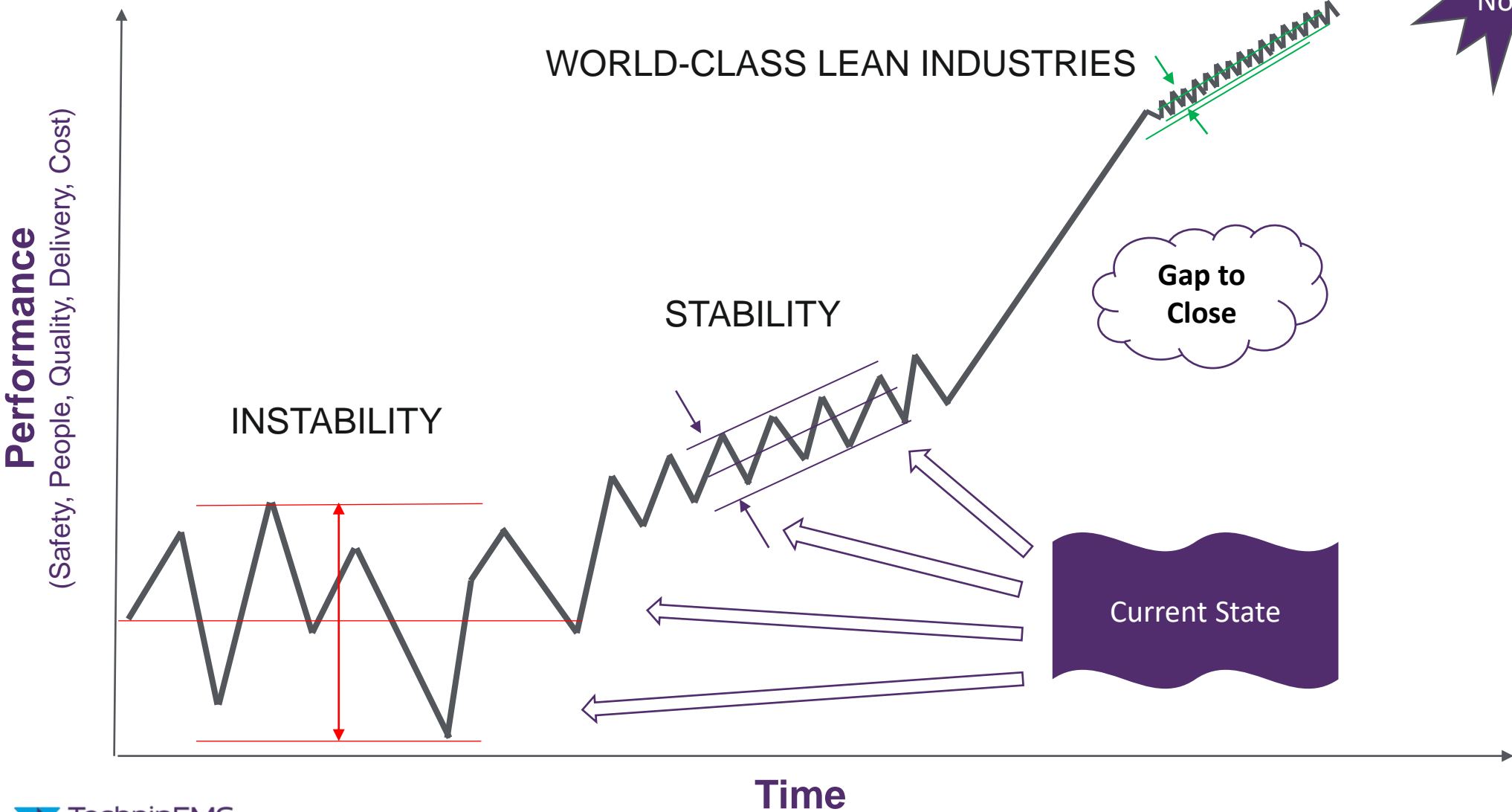
2

How do we do and improve the work

What would be your **top priority** when **starting your lean journey**?

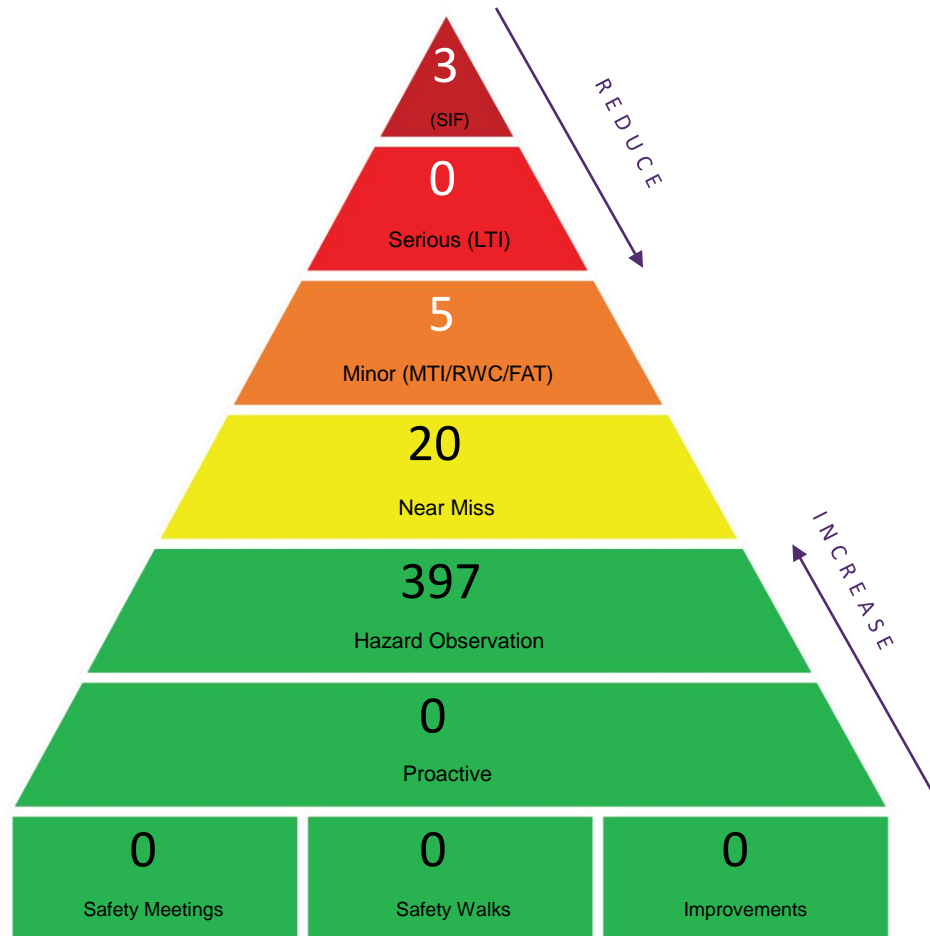
1. Defining the purpose
2. Train the leadership team
3. Send the shop floor workers on a 3 day training
4. Hire the best consultants

From Instability to a Lean Operating System

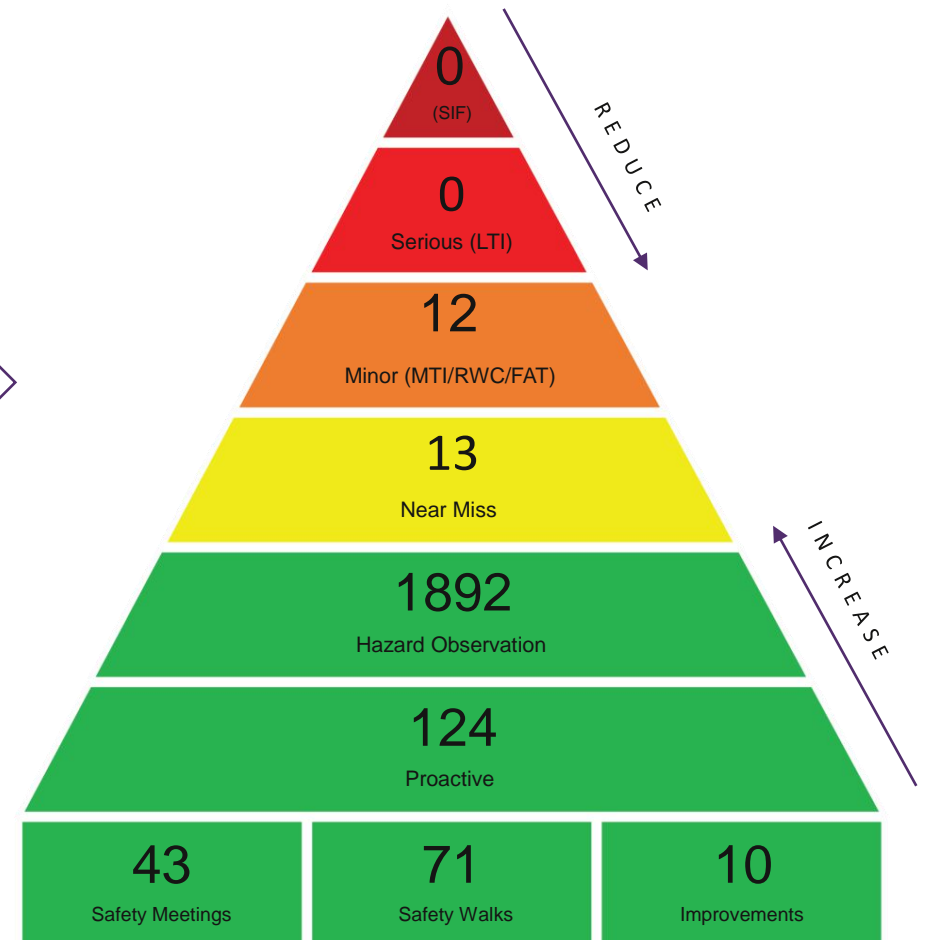


HSE board Subsea Services Europe – March 2023 – March 2024

YTD March 2023:

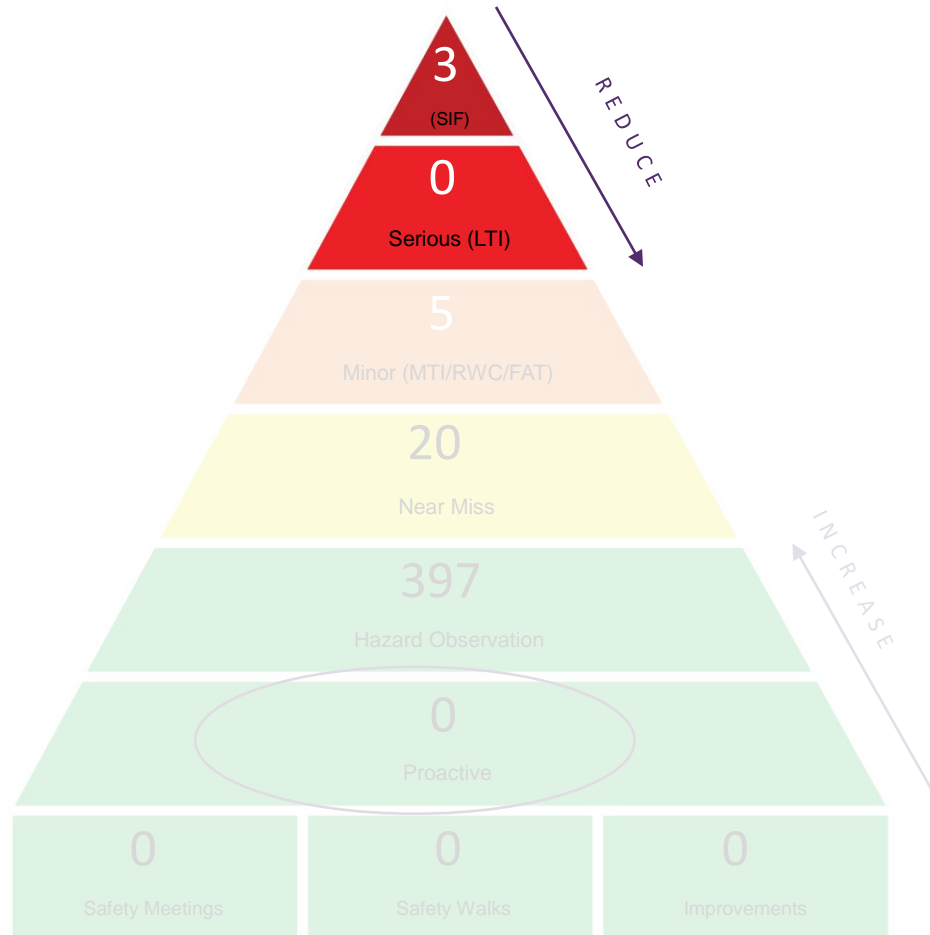


YTD March 2024:



HSE board Subsea Services Europe – March 2023 – March 2024

YTD March 2023:



Our target was to **Reduce incidents**

YTD March 2024:



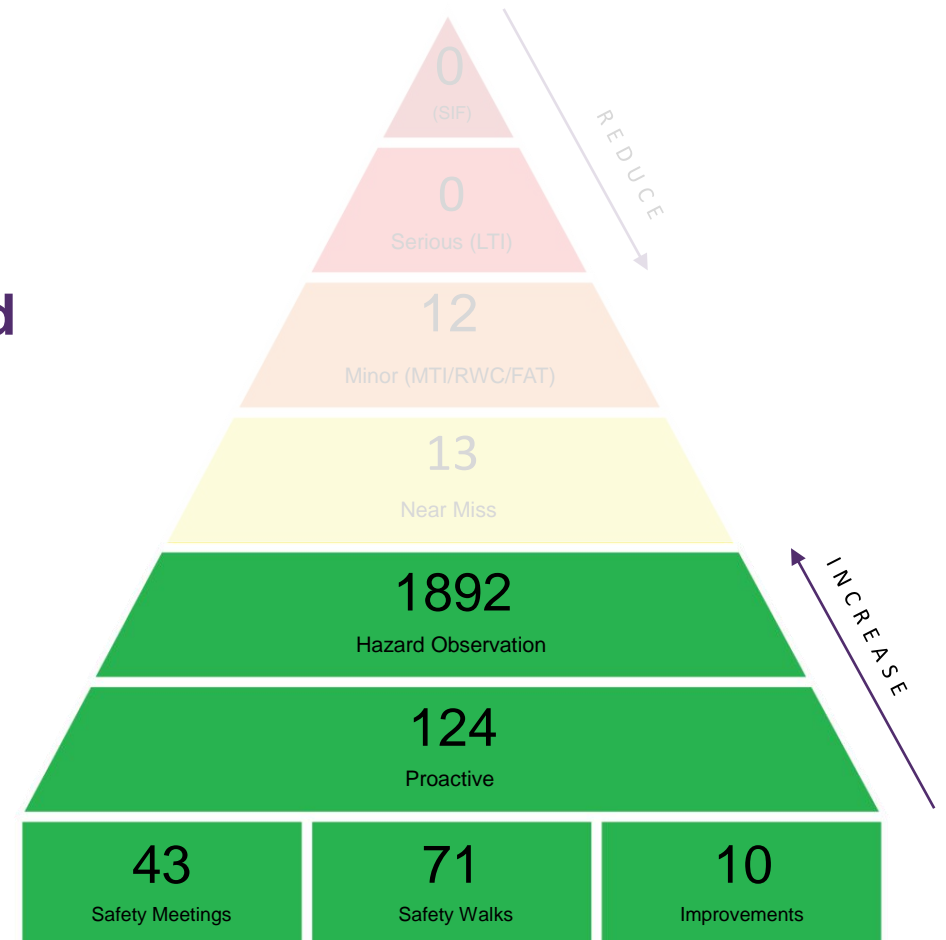
HSE board Subsea Services Europe – March 2023 – March 2024

YTD March 2023:



Through Increased reporting

YTD March 2024:



Learning points

1. Define and communicate the purpose of the change you want to achieve
2. Define the problem you are trying to solve
3. Be conscious of the split between performance and improvement
4. Management involvement is key to drive implementation

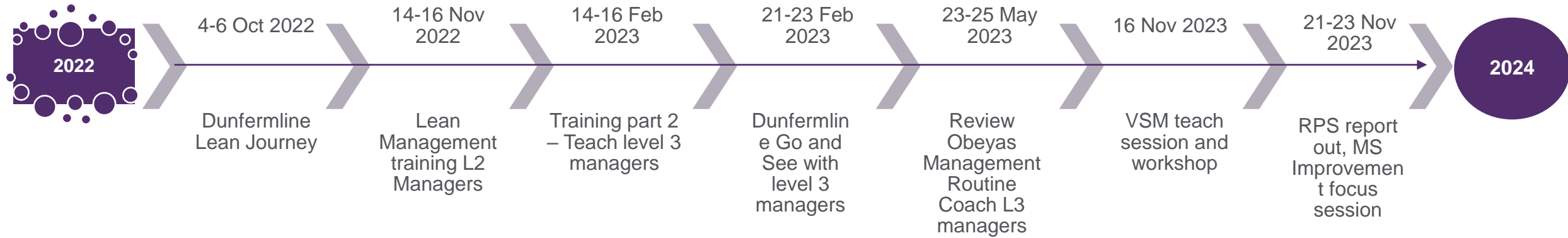
3

How do we develop the
capability we need?

What are the key capabilities when implementing lean?

1. Problem-solving skills
2. Leadership skills
3. Spare capacity in your team
4. Understand your capability gap
5. Get the consultants team included as part of the Lean execution journey

Timeline for Lean training for Management team



Lean Management Training



Management System Performance Training

Leaders Teach and Coach



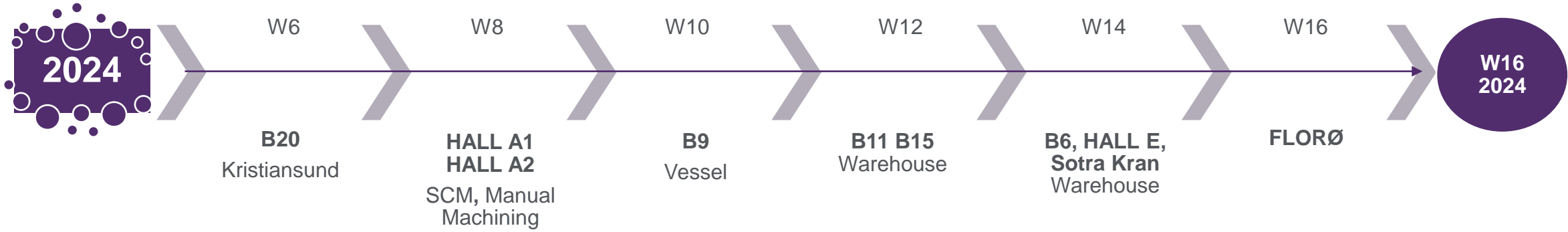
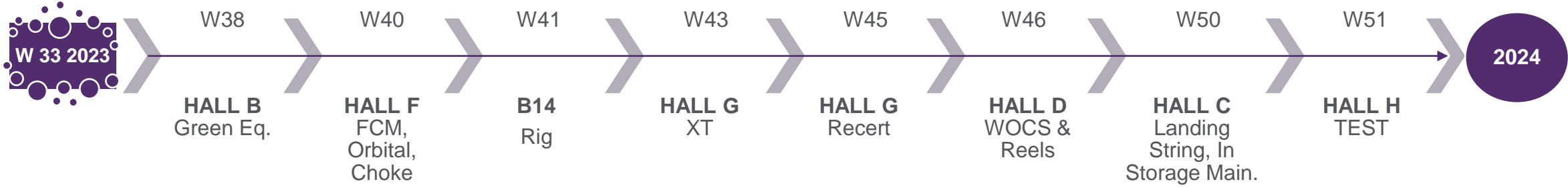
Value Stream Mapping



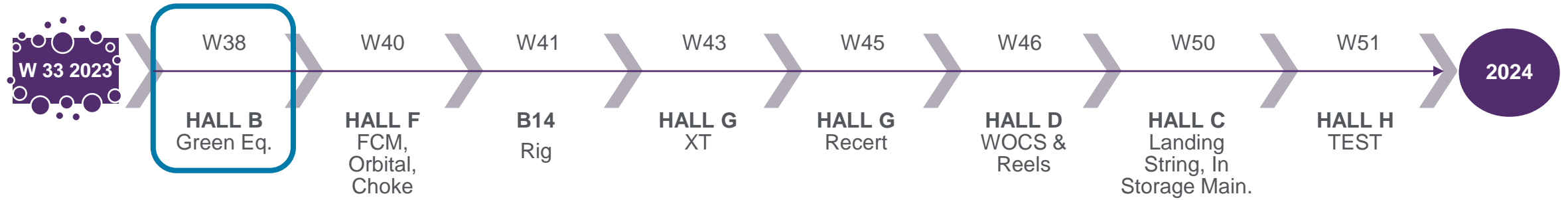
RPS Report Out



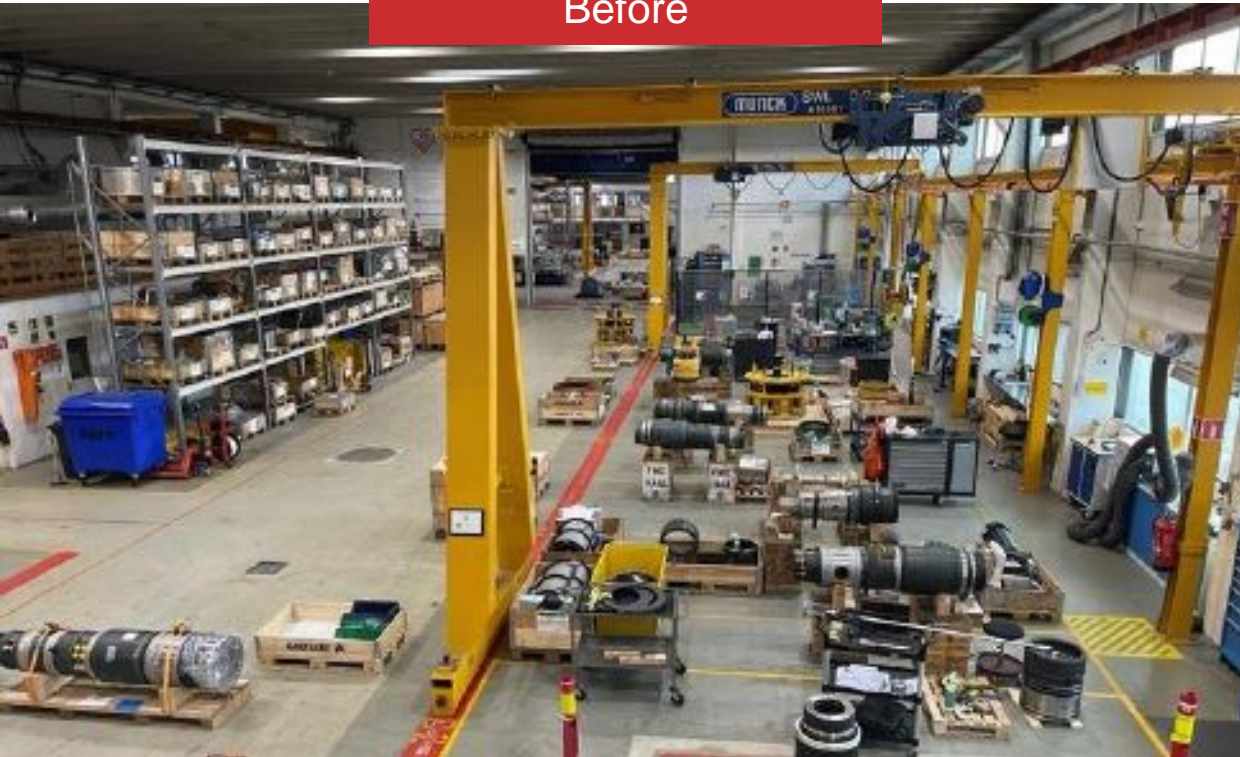
Timeline for 5S Training of Workshops/Warehouse Personnel



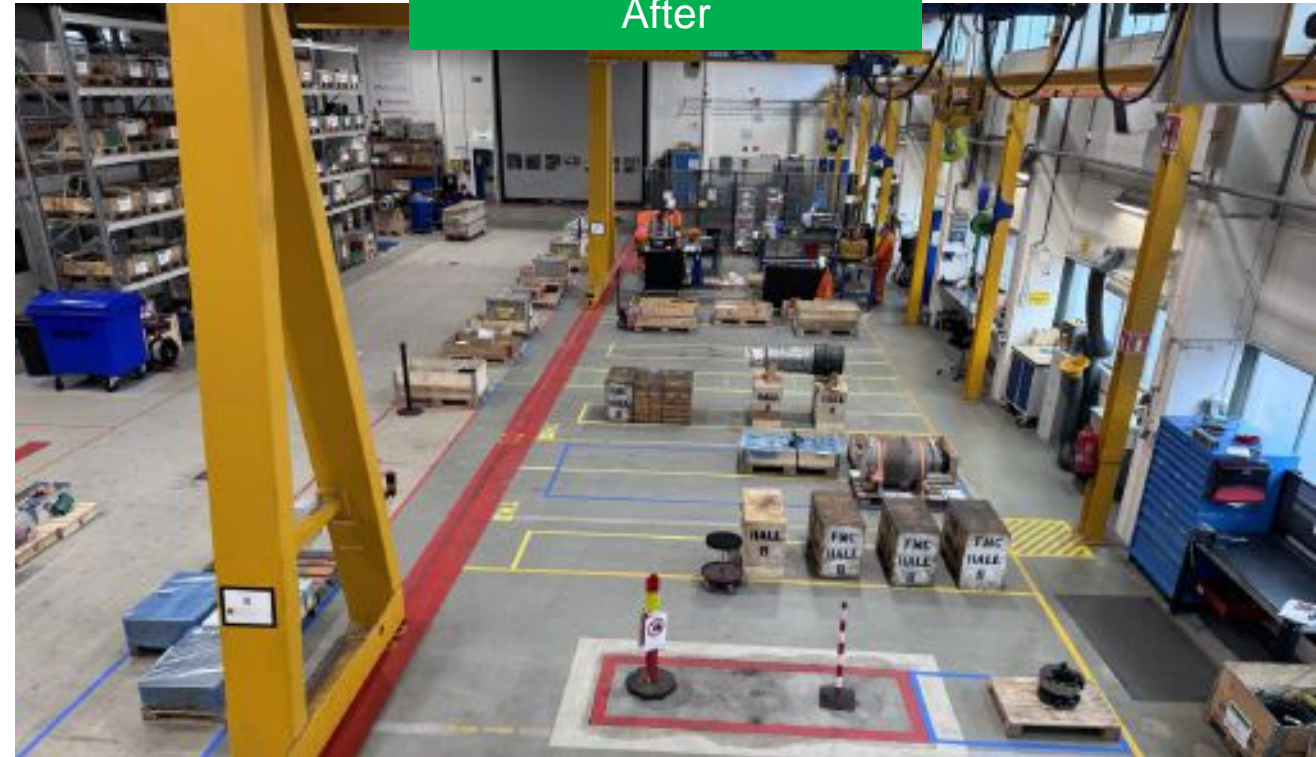
5S journey: Workshop Green Equipment



Before

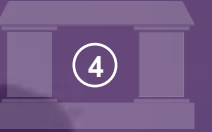


After



Learning points

1. Define and plan people development skills needed
2. Train the leaders in coaching and developing lean skills
3. Do it yourself so you can teach others
4. Repeat the message and training material
5. Make your employees shine – reward the behaviors you like



4

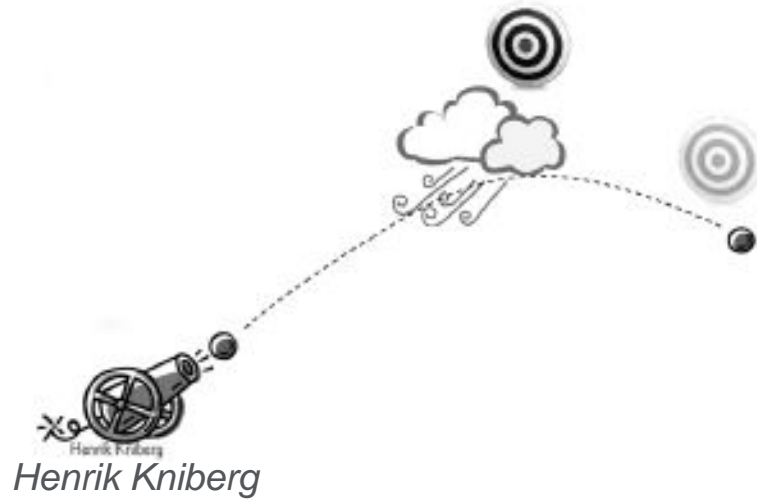
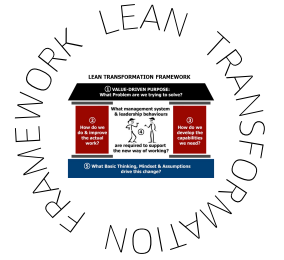
Management System and Leadership Behaviors



Where do you need to focus when building a management system?

1. True North is setting direction
2. To get quick and transparent feedback to enable fast adjustment
3. Management routines - (daily, weekly, monthly)
4. Visualization of problems and value stream health

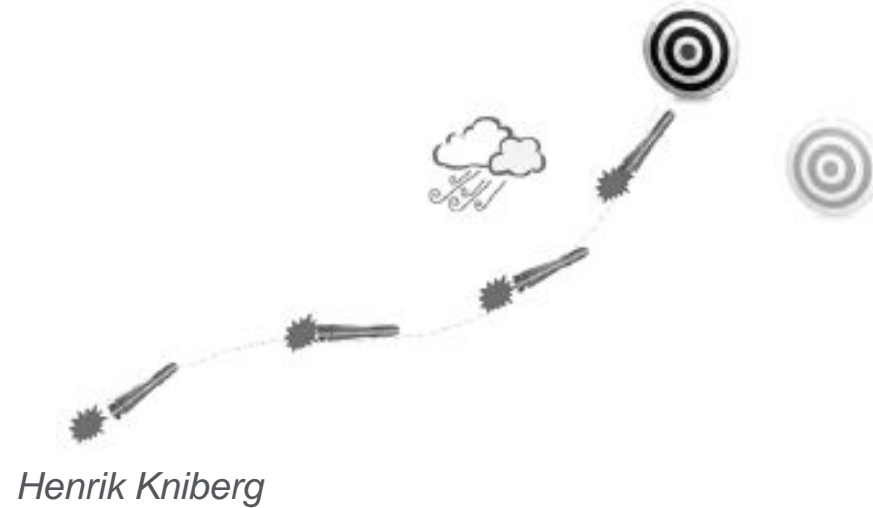
Subsea Services - what to prepare for?



Predictive process = cannon ball

Assumptions:

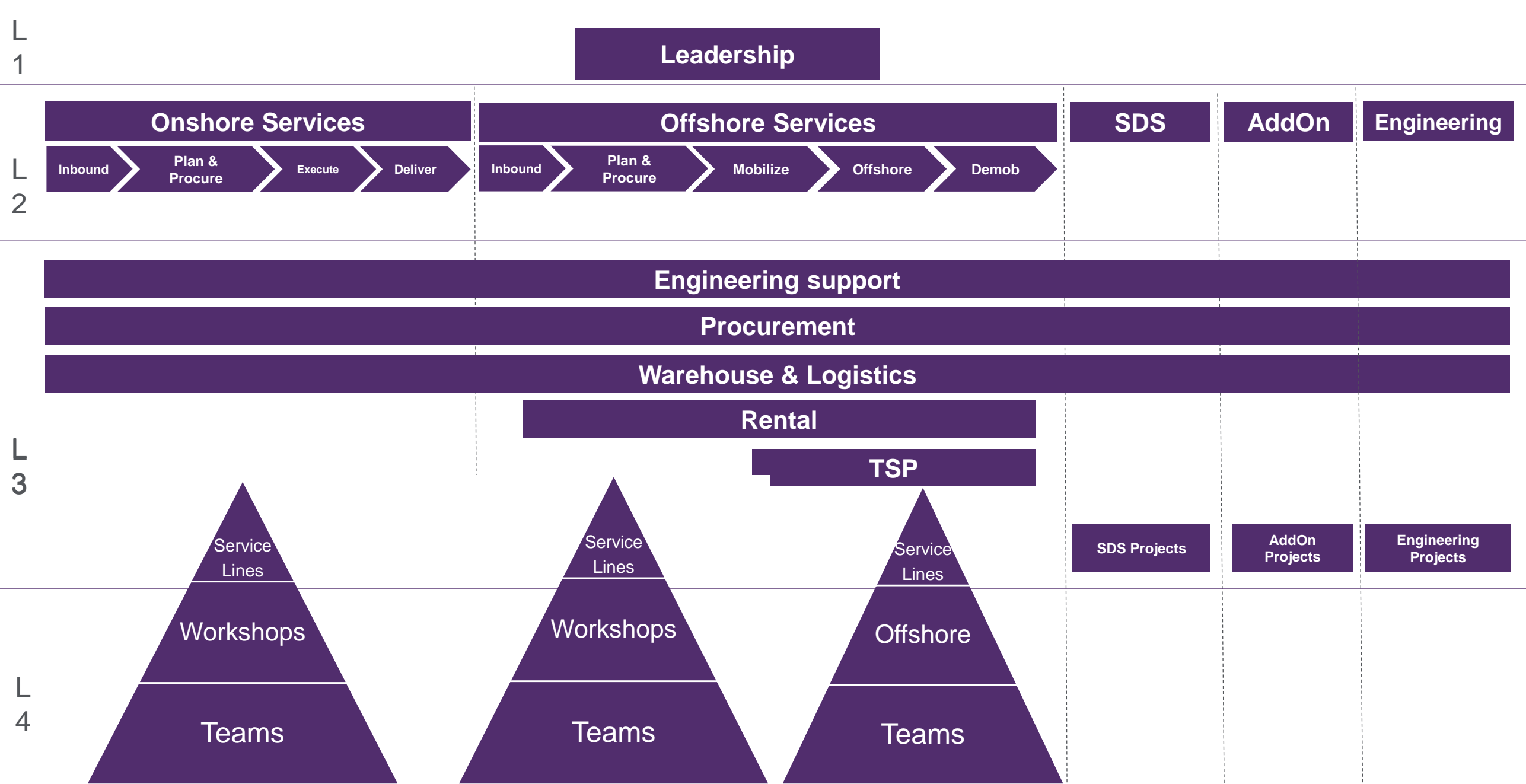
- ▶ The customer knows what they need
- ▶ The teams know how to deliver it
- ▶ Nothing will change along the way



Adaptive process = homing missile

Assumptions:

- ▶ The customer discovers what they need
- ▶ The teams discover how to deliver it
- ▶ Many things change along the way



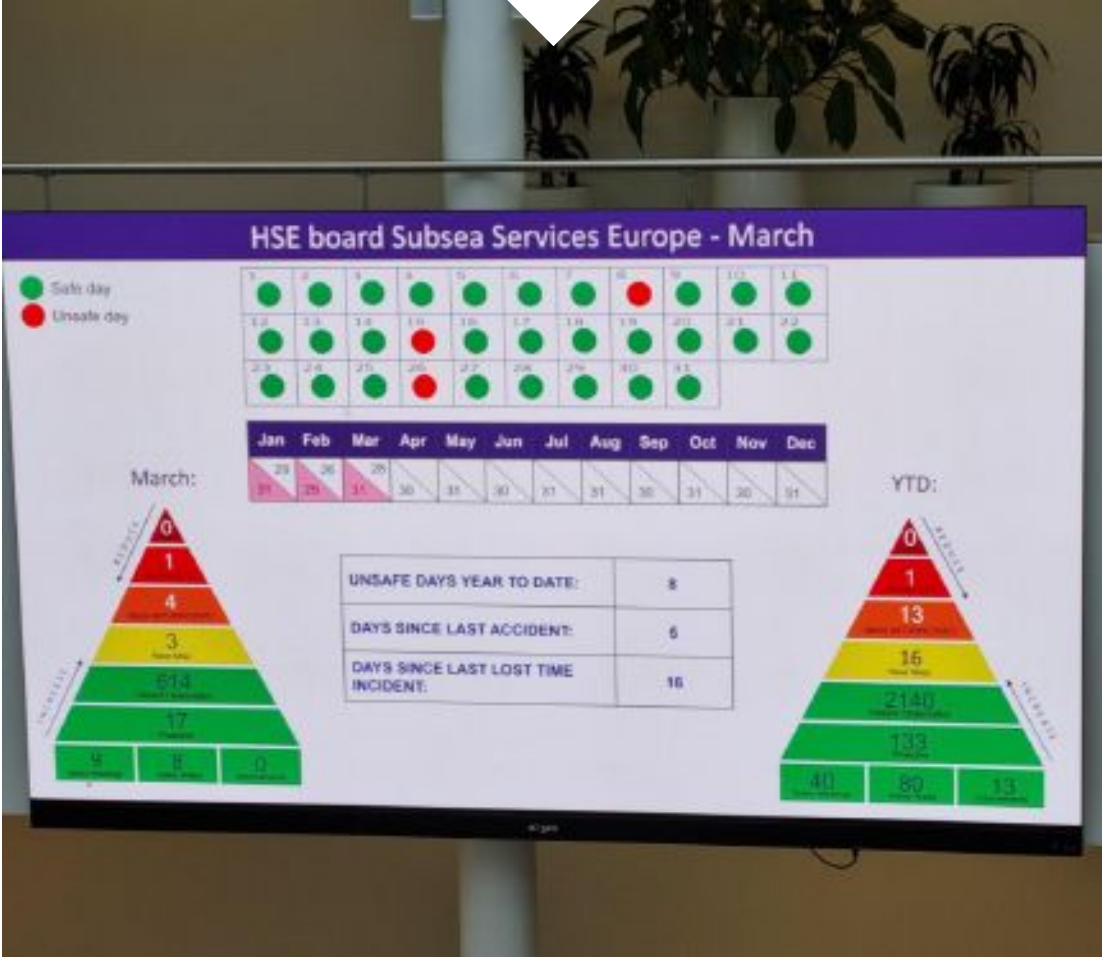
L1 – Performance - Obeya Meeting Agenda – Wednesday 09:00

1 st Week in Month	2 nd Week in Month	3 rd Week in Month	4 th Week in Month
Performance Metrics Board <ul style="list-style-type: none"> KPI Update - People KPI Update – Safe Days 	Performance Metrics Board <ul style="list-style-type: none"> KPI Update – Quality KPI Update – OTD 	Performance Metrics Board <ul style="list-style-type: none"> KPI Update – Finance 	Performance Metrics Board <ul style="list-style-type: none"> KPI Update –
Value Stream Health Board <ul style="list-style-type: none"> Update People Manning Update Safe Days Update Quality QN (High) & DT 	Value Stream Health Board <ul style="list-style-type: none"> Update People Manning Update Safe Days Update Quality QN (High) & DT 	Value Stream Health Board <ul style="list-style-type: none"> Update People Manning Update Safe Days Update Quality QN (high) & DT Update Resource Utilization Update Variance 	Value Stream Health Board <ul style="list-style-type: none"> Update People Manning Update Safe Days Update Quality QN (High) & DT
Action Register Review & Update	Action Register Review & Update	Action Register Review & Update	Action Register Review & Update

L1 – Improvement - Obeya Meeting Agenda – Wednesday 10:00

1 st Week in Month	2 nd Week in Month	3 rd Week in Month	4 th Week in Month
HSE Improvement Board <ul style="list-style-type: none"> Plan / Progress / Actions / Help 	Obeya L2 & Visual Management WS/WH <ul style="list-style-type: none"> Plan / Progress / Actions / Help Add-on OTD Improvement Board <ul style="list-style-type: none"> Plan / Progress / Actions / Help 	HSE Improvement Board <ul style="list-style-type: none"> Plan / Status / Progress / Actions 	Obeya L2 & Visual Management WS/WH <ul style="list-style-type: none"> Plan / Progress / Actions / Help
Planning Improvement Board <ul style="list-style-type: none"> Plan / Status / Progress / Action 		Planning Improvement Board <ul style="list-style-type: none"> Plan / Status / Progress / Action 	Add-on Improvement Board <ul style="list-style-type: none"> Plan / Progress / Actions / Help

Performance focus in our Reception Area



Learning points

1. Don't be afraid of making problems visible
2. Just do it – get the board up and start
3. It's easier to get help and focus on problems when they are visible
4. Avoid excessive escalation, solve problems at the lowest level possible



5

Basic Thinking

Basic thinking and culture

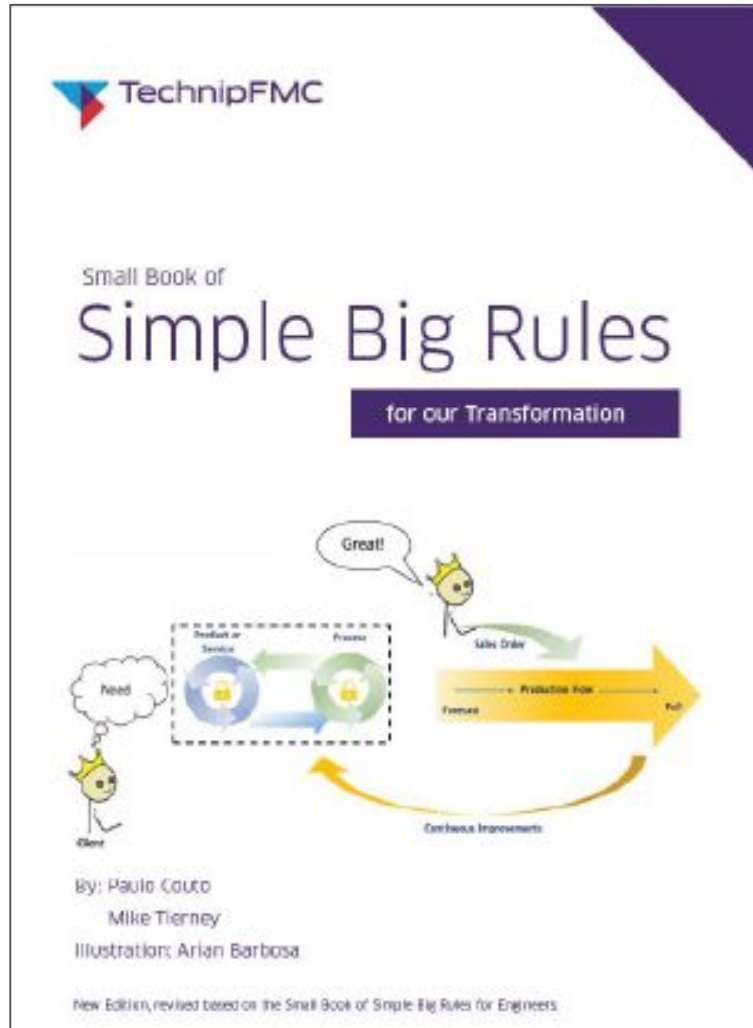
Subsea Services Norway UK – Lean Transformation Journey



A group of people in a meeting room are gathered around a large wall display covered in sticky notes. Some people are standing and looking at the display, while others are sitting at tables in the foreground, some looking at papers. The room has a whiteboard and a large screen in the background. The overall scene suggests a collaborative work environment.

Simple big rules

Guidelines for our Transition – Basic Thinking



- ▶ 10 Golden Rules
- ▶ Supports the basic thinking
- ▶ Common Language
- ▶ Test our individual understanding and as a team

Simple Big Rules for our Transition – Basic Thinking

Rule 1
Value is what the clients are willing to pay for. All the rest is waste.

Rule 2
Look with your feet. Go and see.

Rule 3
It's OK to be Red. It is not OK to stay Red.

Rule 4
Seek a value-driven purpose in everything you do.

Rule 5
Strive to make decisions based on data; not preferences, opinions and perceptions.

Rule 6
LAMDA – Look-Ask-Model-Discuss and only then Act.

Rule 7
Focus is to say No.

Rule 8
Have a sense of dissatisfaction with the status quo.

Rule 9
Time is not an abstraction. Every second counts.

Rule 10
Make mistakes faster.

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ENTREPRENEUR TOWN HALL

WHO ADDS VALUE HERE?

ME! ME! ME! ME! ME! ME!

WHAT IS VALUE?

Rule 2
Look with your feet. Go and see.

CONVENTIONAL LEADER

LEAN LEADER

Rule 3
It's OK to be Red, it is not OK to stay Red.

ALL GREEN!
ALL GREEN!
ALL GREEN!

ZzzZzz

Rule 4
Seek a value-driven purpose in everything you do.

WHY...?

WHY'S THAT?

BUT WHY...?

BECAUSE...

THE POINT HERE...

YOU KNOW...

...

Rule 5
Strive to make decisions based on data; not preferences, opinions and perceptions.

WORTHLESS THINKING

OPINION

GUESS

PERCEPTION

ASS...

COLORFUL SLIDE, THE BOSS WILL LOVE IT.

BUT ALL THIS DATA IS MEANINGLESS.

Rule 6
LAMDA – Look-Ask-Model-Discuss and only then Act.

MANAGER

EMBELLISH REPORTS

SCHEDULE MEETINGS

DEMAND COMPLIANCE

TEAM MEMBER

REPORT

APPEND MEETINGS

CHECK BOOKS

CONVENTIONAL WASTE-MAKING CYCLE

ACT

LOOK

ASK

MODEL

DISCUSS

Rule 7
Focus is to say No.

CONVENTIONAL WORK / LEAN WORK

True North

Rule 8
Have a sense of dissatisfaction with the status quo.

NOW LEAVING STATUS QUO

The place that never changes!

Rule 9
Time is not an abstraction. Every second counts.

ALL GREEN!

CONVENTIONAL

LEAN

Rule 10
Make mistakes faster.

IT'S BETTER TO FAIL FREQUENTLY THAN FAILING FREQUENTLY IN SILENCE.

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The cartoon is divided into two panels. The top panel features five stylized characters with various expressions. Labels are placed around them: 'WISHFUL THINKING' above a man on the left, 'PREFERENCE' near a woman in the center, 'PERCEPTION' near a woman in the foreground, 'OPINION' above a man on the right, and 'SPECULATION' and 'GUESS' near another man on the far right. The bottom panel shows a woman standing at the head of a conference table, presenting a slide with charts and graphs. A speech bubble from her says, 'COLORFUL SLIDE, THE BOSS WILL LOVE IT.' A man sitting at the table has a thought bubble that says, 'BUT ALL THIS DATA IS MEANINGLESS...'. The number '17' is in the bottom right corner of the cartoon.

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The diagram is divided into two horizontal sections. The top section, titled 'CONVENTIONAL WASTE-MAKING CYCLE', is set against a light brown background and is separated from the bottom section by a dashed horizontal line. It shows a cycle between a 'MANAGER' (top) and a 'TEAM MEMBER' (bottom). The cycle consists of six steps: 'EMBELLISH REPORTS' (Manager to Team Member), 'REPORT' (Team Member to Manager), 'SCHEDULE MEETINGS' (Manager to Team Member), 'ATTEND MEETINGS' (Team Member to Manager), 'DEMAND COMPLIANCE' (Manager to Team Member), and 'CHECK BOXES' (Team Member to Manager). The bottom section, titled 'LAMDA', is set against a light green background and shows a circular process with four steps: 'LOOK' (a person thinking), 'ASK' (two people with question marks), 'MODEL' (a person with a model), and 'DISCUSS' (two people with a model). Arrows connect the steps in a clockwise cycle: LOOK → ASK → MODEL → DISCUSS → ACT → LOOK. The 'ACT' step is represented by a person writing at a desk.

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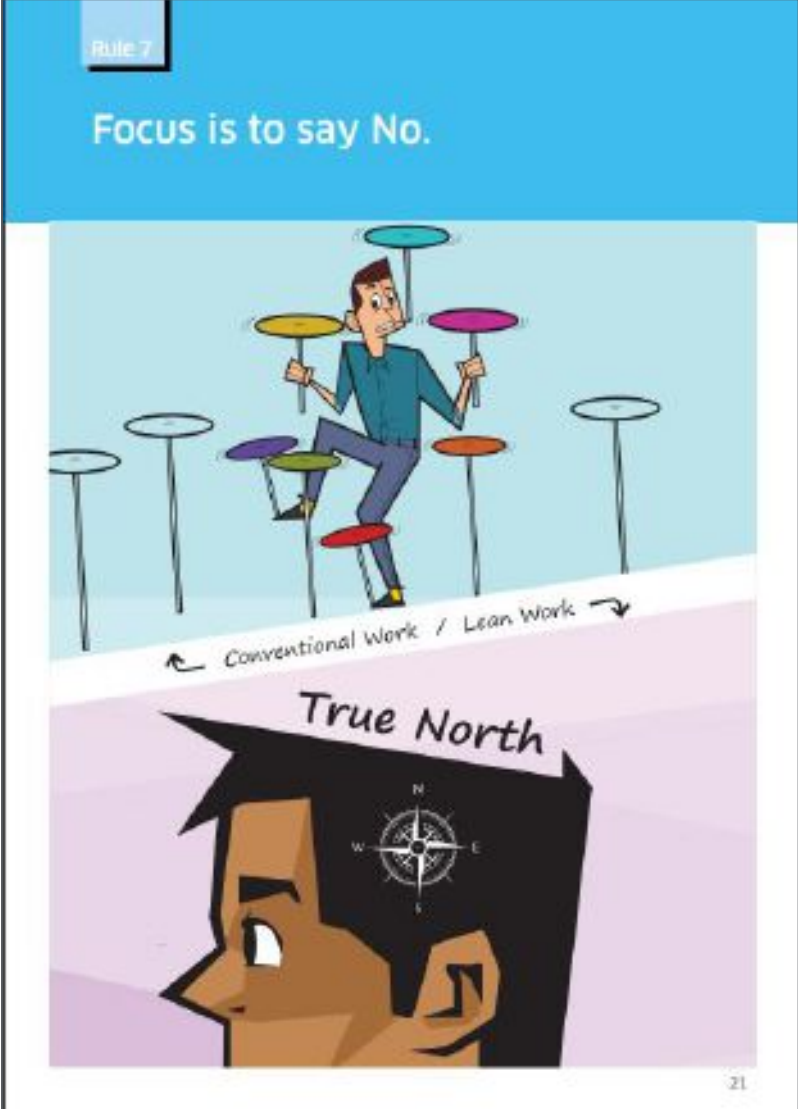
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Have a sense of dissatisfaction with the status quo.

The illustration depicts a woman in a blue shirt pointing at a sign that reads "NOW LEAVING STATUS QUO" and "POPULATION 999". The sign also features the quote "The place that never changes!". To the left of the sign is a yellow car. In the background, a city skyline is visible. In the foreground, several grey silhouettes of people are shown in various poses, suggesting a protest or a group of people who are dissatisfied with the status quo.

24

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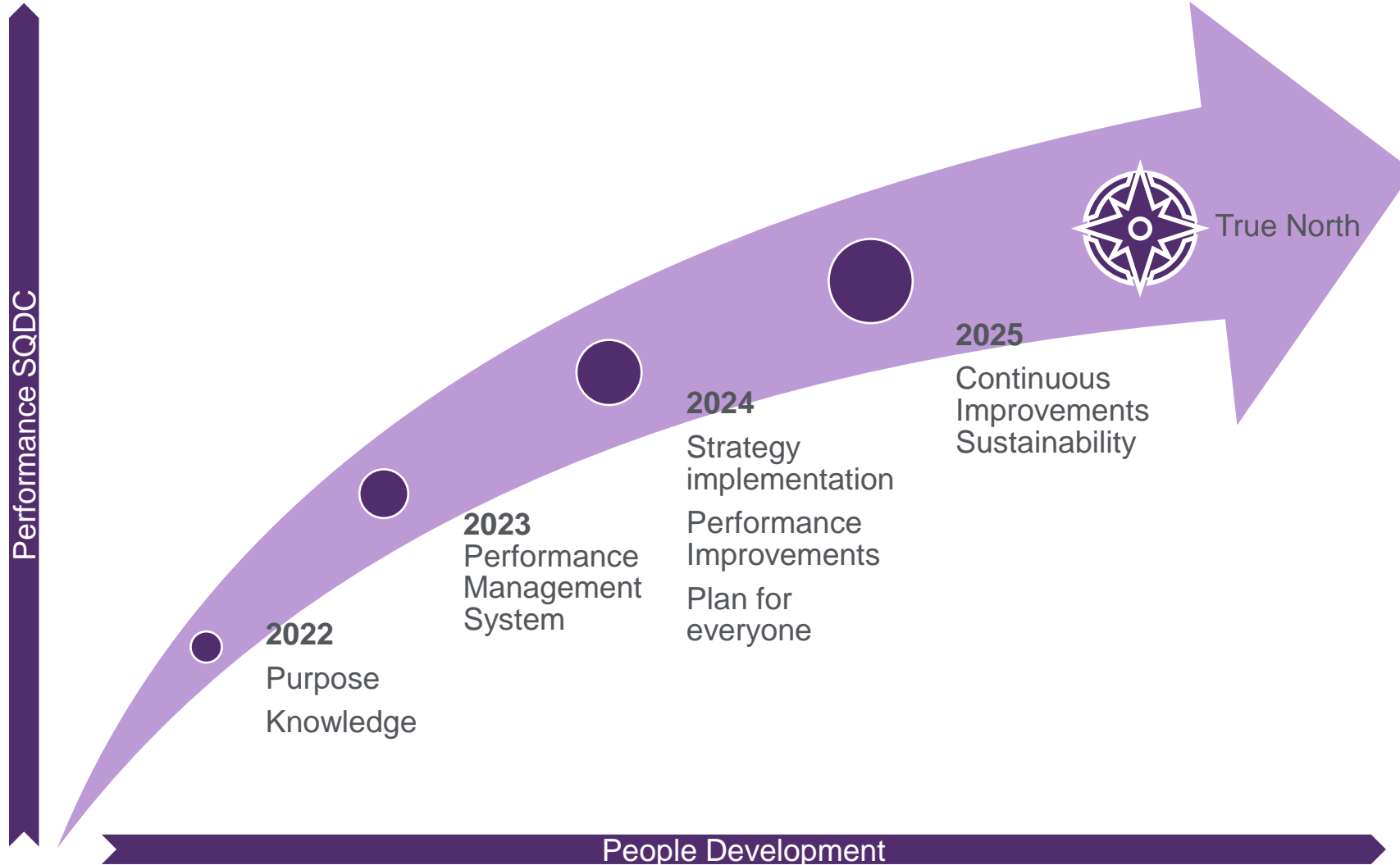
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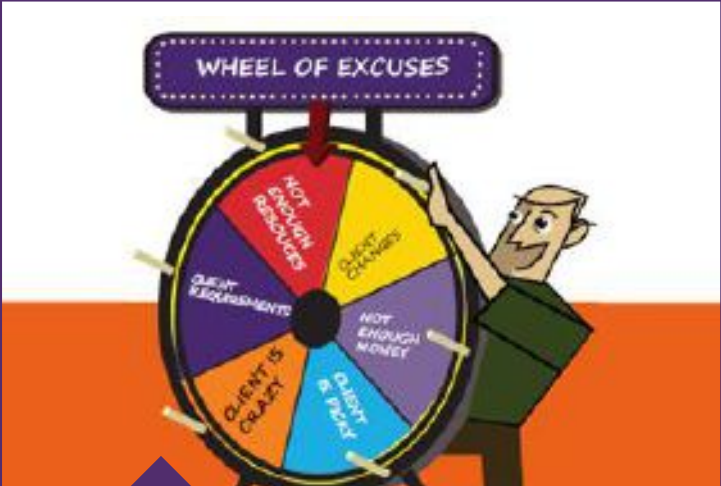
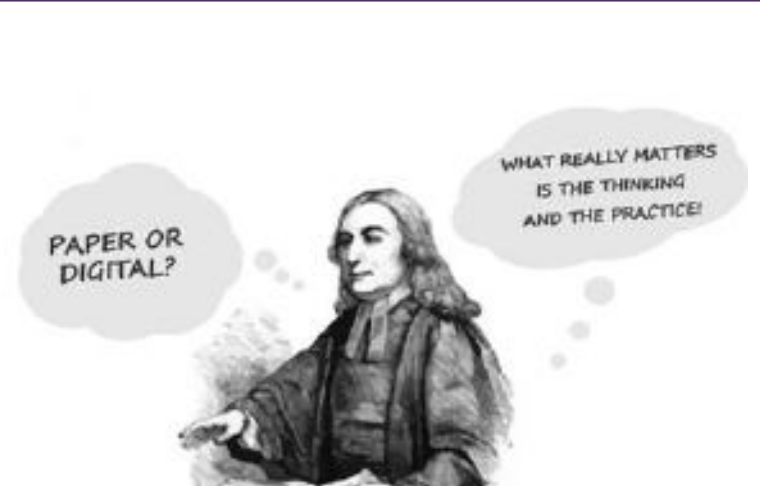
What's next?





What questions do you have?

Key learnings

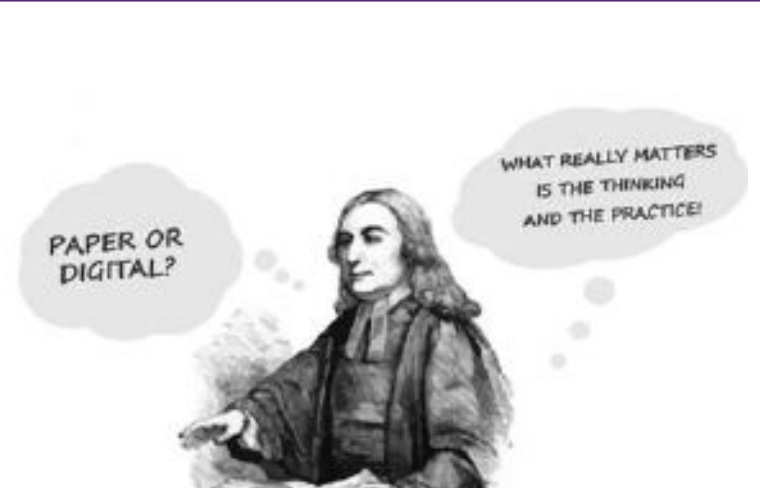


Use your own language
decode and explain

Culture is about our
habits and behavior.
How do we change
culture?

Act your way to a new
way of thinking!

Key learnings



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Thank you for listening!