Shell’s KM journey

Delivering value

Willem Manders
Global Head of Knowledge Management
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Programmatic implementation in Three waves

WAVE 1
JAN. 2015 – JUNE 2016

- Discipline Engineering
- Wells
- Development
- Capital Projects

WAVE 2
JAN. 2015 – JUNE 2016

- Process Engineering
- Maritime
- Exploration
- Upstream Commercial

WAVE 3
JAN. 2016 – DEC. 2018

- Research and Development
- Production
- Safety and Environment
- Contracting and Procurement

PRE-PROGRAM
BEFORE 2013

Many pockets of excellence on Knowledge Management

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Powered By Knowledge Management
Knowledge Management strongly supports the Shell Strategy

KM supports achievement of Shell’s Aspired Future and Winning Capabilities

... through value delivery in the short and long term for individuals and the organisation .....  

... by connecting people to validated content, people to experts, supporting collaboration and the capture and re-use of lessons .....  

... by implementing the key integrated, structural and scalable elements (incl. tools, processes, behaviours, governance).

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## Value areas

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<tr>
<th>INDIVIDUALS</th>
<th>SHORT TERM VALUE</th>
<th>LONG TERM VALUE</th>
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| Performance Support | • Productivity improvement  
• Increase Engagement | Learning & Development  
• Enhanced onboarding and role changes  
• 70/20/10  
• Support Career Development |

<table>
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<th>ORGANISATION</th>
<th>SHORT TERM VALUE</th>
<th>LONG TERM VALUE</th>
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| Operational Excellence | • Replication  
• Improved decision making  
• Arena for problem solving/collaboration  
• Continuous improvement | Winning Capabilities  
• Contribution to winning and differentiating capabilities  
• Learning what it takes to be successful in new areas  
• Support Innovation |
Focus of Organisational Capability Development in Shell

FOCUS

DIAGNOSING AND INTERVENING ON MULTIPLE LEVELS:
- Organisation
- Community
- Team & Leader
- Individual

Context
- Environment
- History
- Resources
- Stakeholders

Direction Setting
- Core Purpose
- Vision
- Strategy
- Governance
- Business Model
- Scenarios

Organisation Capability
- Structure
  - Roles & Responsibilities
  - Activity Groups
  - Reporting Lines
  - Linking Mechanisms
- People
  - Numbers
  - Location
  - Skills
  - Diversity
- Leadership
  - Setting Direction
  - Making Choices
  - Working Via Others
  - Leadership Style
- Culture
  - Values
  - Beliefs
  - Behaviours
  - Norms
- Processes
  - Core Work
  - IT Systems
  - Business Processes
  - Reward Systems
  - Technical Systems
  - Knowledge

Business Results