



Christopher S. Ronk – BP Pipelines



USPL
U.S. Pipelines & Logistics

Quick introduction



Chris Ronk – Inspection Manager

- U.S. Pipelines & Logistics (USPL).
- Responsible for Pipeline Integrity Engineering, Corrosion, Inspection & Maintenance and Land/Right-of-Way teams.
- Steering Team member for USPL's Community of Leaders program.



A Caring Story



Setting the scene

Close your eyes.
Now imagine...



photo courtesy nydailynews.com

Is this type of care only for wartime?



- **Life and death matters** – a culture of care in our industry has to be strong or catastrophic events can happen.
- **PHMSA** = Pipeline Hazardous Material Safety Administration

Culture of Care



Bellingham, WA – Whatcom Creek

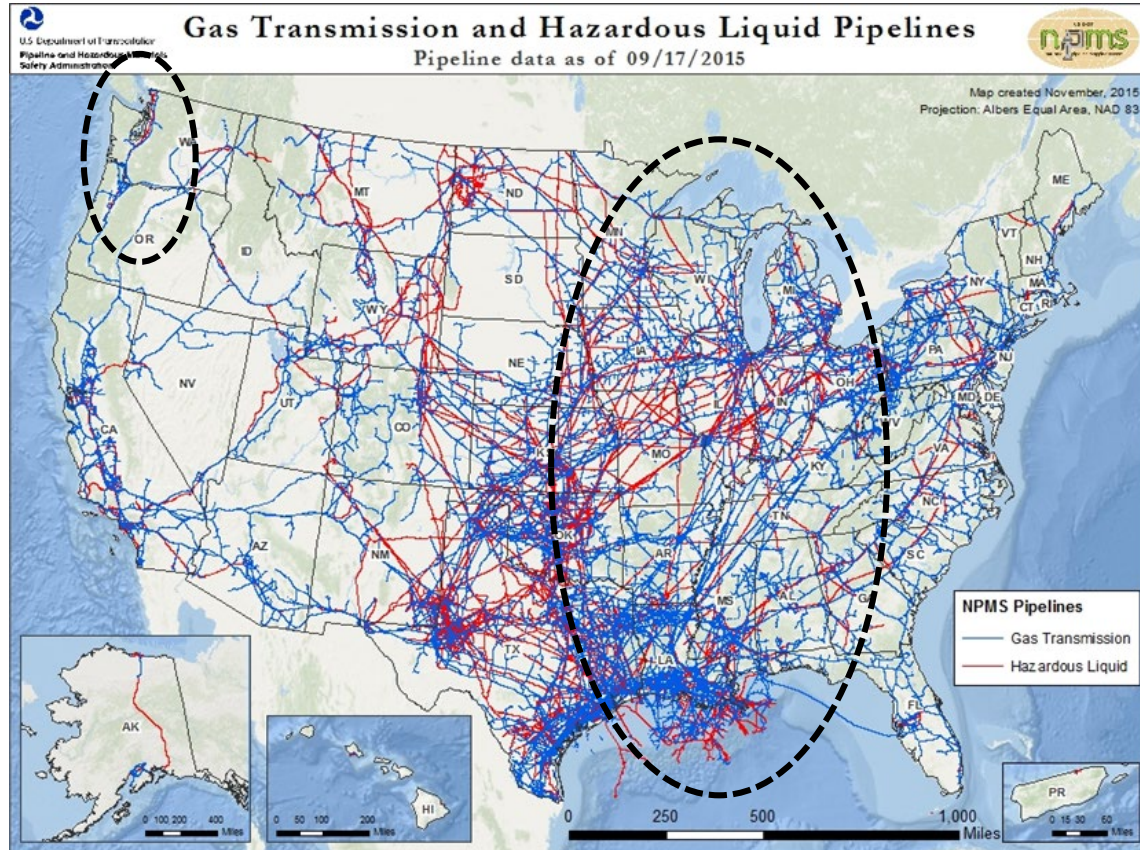


Photo courtesy Reddit.com



Photo courtesy Bellinghamherald.com

We are ALL neighbors



Lend me some sugar...



Lend me some sugar...



Pop quiz!



What do you think is the single most important component to managing integrity of the pipeline?

- Intelligent tool runs?
- Cathodic protection?
- Depth of cover?

Culture of Care



And the answer is...



- Without a strong **Culture of Care**, all the barriers that we have put in place and depend on to maintain our integrity are compromised.
- So what is fundamental to a Culture of Care?
- You need to be a heart-led leader.
- A heart-led leader is someone who is...



Culture of Care





What is a heart-led leader?

What do each of you think are the attributes of a heart-led leader, someone who embodies the term “caring”?

- It’s not what you do, but it’s who you are that matters:
 - You might be a RoW agent out to secure land.
 - Or you might be a Damage Prevention tech locating a line.
 - Or you could be a project manager digging up a pipeline in someone’s front yard, removing the driveway the night before the homeowner’s backyard wedding.
- The land owner is not going to remember your position or title.
- They will remember who you are and how you showed up to perform your work.
 - Were you kind?
 - Did you listen to their concerns and do everything in your power to address them?

A million reasons to care



Putting a line in today equates to a **relationship** that will endure for **100 years** – it is a long term commitment and needs to be relational, not transactional.

- We want the landowner to be **safe** and not strike the line.
- We want to be able to **access** the property with ease, as required, for non-emergency work.
- We want to be **informed** immediately of any real, or potential, integrity threat that the community may detect.
- We want to engage the community with **empathy** – we understand that we may be inconveniencing the person and may be asking them to do something that they may otherwise like to avoid.

Above all, we want to do our part to provide energy to society with no accidents, no harm to people and no damage to the environment.

Care is a prerequisite to trust



- Being a heart-led leader is about getting results by endearing ourselves to the public – since **care** truly is a prerequisite to trust.
- And **trust** is important in a distributed business, because our eyes and ears depend on extending beyond BP to the public.
- To get people to speak up about striking a line, or reporting an odor, they need **courage** to self-report and to know that we care about them.





It's not what you say, it's how you say it

- **What does a heart-led interaction look like?** Do you have any ideas?
- When talking to the public, do you talk **at them** or **with them**?
- Do you **tell them** what you are going to do in their backyard, or do you **inform them** of what you would like to do and why, and do you **understand and act** upon their concerns?
- Do you **cite regulations** or right-of-way agreements as a means of getting what you want, or do you put yourself in the landowner's shoes and try to genuinely **understand the concerns** that are voiced?



How is USPL building a culture of care?

- Through the Leadership Team engaging directly with our employees by means of **Boots on the Ground**, face-to-face, 3 times per year.
- Through leaders at all levels participating in the **Community of Leaders** program – structured conversations in small groups ranging from VP to front-line leader.
 - **Respect:** the first year of the program started with this value.
 - **Courage:** the second year’s theme – the mindset to speak up – see something /say something and be a healthy challenger.
 - **Care:** the current theme – using the book, “The Heart-led Leader” at the center of the conversations.
- Through the use of **Human Performance** – the “why” not the “who” – we promote self-reporting and open dialogue between all levels of the organization.
- Through rejection of the concept of “one-off” events.

Today is the day



What is *today* the day of?

- Today is the day **you** can decide to **begin your journey** of becoming a heart-led leader.
 - And I want to warn you that there is no “magic bullet” that will get the desired results overnight, because you are influencing people’s mental models.
- The **great news** is we are going to head into a working session led by PHMSA for the remainder of the day to start this journey together.
 - Alan, Massoud, Christie thank you for leading this journey!

Culture of Care

