

# BLNGema

## NEWSLETTER

Quarter 2 | 2014

*"The white bellied sea eagle is a frequent visitor to our loading jetty. We must play our part in ensuring that this sea eagle remains a familiar sight, now and for future generations."*



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## MESSAGE FROM MD/CEO



*Bismillahirrahmanirrahim*

*Assalamualaikum Warahmatuallahi Wabarakatuh / Warmest Greetings*

Welcome to the second quarter of our newsletter GEMA. I am delighted to share you some of the activities and events that were held within Brunei LNG in the second quarter of 2014.

Touching on our performance, we have shown improvements in some areas of our scorecards within Q2 this year. Indeed, this is a good indication that efforts executed by our team of dedicated employees have shown some positive results. All these affirmative outcomes would not be possible without everyone's efforts and commitments in making sure that we deliver our promise to our shareholders.

On HSSE, our continued effort to strive towards Goal Zero is certainly worth applauding as we have maintained our positive safety records. I am delighted to highlight that as of June 2014, Brunei LNG has achieved more than 2000 Goal Zero Days, almost 300 free Total Recordable Case (TRC) days and more than 90 Green Days of no harm to people and the environment. We will continue to ensure that our plant is one of the safest places to work and to ascertain that compliance applies at all times.

In April, we celebrated a total of 98 long service recipients who have achieved more than 1500 years of service. Proudly to note that some of them were the pioneers who crafted Brunei LNG's reputation as amongst the best in the world. Their dedication has paved Brunei LNG's reputation as the Employer of First Choice, and set model to our young generations – the future leaders of the company.

On Corporate Social Responsibility (CSR) aspect, I am pleased to note that we were able to collaborate continuously with our community. We involved them in our activities through various engagements, among them being the 2013 Academic Excellence Awards. The annual award is a testament to Brunei LNG's commitments in supporting the national vision of "Wawasan 2035" for the development of an educated, highly skilled and accomplished nation. In maintaining our positive rapport, Brunei LNG is committed to continue its formal and informal engagements with its neighbouring community.

Integrity, accountability and performance continue to become an integral part in our daily operation. I urge all employees to incorporate these values as part of our continuous drive towards compliance and achieving our aspiration of High Performing Organisation by 2017.

Thank you.

*Together We Work as a Team for a Sustainable Future.*

Regards,

**Mohamad Awang Damit**

*MD/CEO Brunei LNG Sendirian Berhad*

# CHANGE JOURNEY 2014



In the 2nd quarter of 2014, Brunei LNG continued its activities and communication for Change Journey as part of its continuous transition from reactive to proactive mode. One notable event as part of the Change Journey 2014 action items was the launching of the Brunei LNG Management System (BMS):



## B M S Launching Event

'Simple and Effective' - a process based Brunei LNG Management System

(BMS) was officially launched on 2nd April 2014. This marked the first milestones of our Change Journey for 2014.

The BMS, built on a Brunei LNG Business Activity Model (BAM), describes all critical business processes and activities and how they are linked. It promotes a structured framework for business controls, used to manage and control business risks to improve business results and performance whilst

allowing for continual improvement. The BMS will give clarity and ownership to the way the business is being managed; support the description of processes and activities towards delivering the business results.

The journey to improve the Brunei LNG Management System commenced in Q2 2013 where everyone across the organisation participated in updating and improving the documentation in the BMS.

The whole day event comprised of various activities such as quizzes, website hands-on experience, and poster session. The MD/CEO of Brunei LNG, Mohammad Awang Damit, officiated the launching of the new BMS. In his speech, he re-emphasised the business case for change in embarking this project as part of Change Journey action. He reminded all staff to look ahead and visualise the successful future. With this thriving launch of the new BMS he acknowledged all staff of Brunei LNG for their hard work in achieving this accomplishment, particularly the Quality and Environmental Management System Focal Group (QEFG). The BMS launched gives a new pavement in our journey to achieve the readiness for growth is closer to reality.



(continued from page 2)

In our effort to profile other actions of Change Journey 2014, other activities were also held within the 2nd quarter of the year. One of them is the Poster Sessions.

#### Poster Sessions



Change Journey poster session was launched on 22nd May 2014 aimed at giving updates to staff on the

action items from the Change Journey PMO and Work Streams. In addition, it ensures continuous engagement with staff and identify ways of how staff could contribute to Change Journey. 26 sessions held attended by more than one-third of total staff in Brunei LNG. The five Work Streams: Asset Integrity – Process Safety (AIPS); HSSE & SP; Maximise LNG Revenue; Cost & Contracts; and People, Work Culture & Leadership showcased the activities and deliverables for 2014 at the posters sessions.

The session started with the poster walk-about led by an EBLT. This reminded us of the business case for change as well as our aspirations by 2017. These were the input of more than 90% of our staff when we embarked the Change Journey. Representative from each Work Stream presented an insight of their respective activities and outcomes.

The presence of an EBLT team representative at every session emphasised the importance of Change Journey throughout the organisation. Moreover, their presence reemphasised the strategic intent that Brunei LNG focuses on by the year 2017 towards becoming a High Performing Organisation.

At the end of the session staff are expected to understand the importance of the Change Journey activities to Brunei LNG, and identified some of the action items that could have a connection with their respective day to day tasks. Staff are also encouraged to participate in any of the 21 activities and

contribute to its implementation in Change Journey. In addition, an opportunity to raise concerns on missing items in the respective Work Streams Action, and share some learning are also encouraged at the session.

As part of the initiatives in reaching the audience, the new 2014 Change Journey booklet has been distributed to those attended the Town Hall and the Poster sessions. Additionally, information and updates are also shared on the Information Boards around the vicinity of the plant, CJ website and TV screens. The EBLT is also initiated the 'Walk About' the plant as part of the proactive measures in communication with staff.

The followings are some of the testimonials from staff who attended the session:



*"The session enables me to understand the various action items that have*

*a connection with my tasks and targets. Through this identification and connection I would be able to focus on my contribution to the success of our Change Journey"* Ak Suhaina Pg Sulaiman- (MKR/1)

*"The session provides me a good opportunity to learn about Brunei LNG key activities, and at the same time it showcased visible link between your own GPA and Brunei LNG's objectives. My expectation for improvement would be to see more evidences of success stories and a visible change in the work culture"* Mazrul Adini Abd Ghani –TTS/8

*"I can see a close connection of what I do in my daily tasks from this session, they are inter-linked"* Christina Theologou -ESB/41

In ensuring that the Change Journey communication continues, in every monthly Town Hall event Change Journey updates would be incorporated as part of the main agenda.

# TOWN HALL CONTINUES

The engagement with staff continues with two Town Hall sessions held at the restaurant on 17th April 2014 and 18th June 2014 respectively. The April session provided an update on Major Turnaround 2014, Change Journey, Shell People Survey (SPS) 2014, and car parking areas during shutdown. The session was hosted by Mohd Husini Bakar, Legal & Communication Manager (LC). Whilst the June session highlighted the status updates on

business case for Brunei LNG to embark on Change Journey and reminded everyone on Brunei LNG's aspiration towards 2017 i.e. to become a "High Performing Organisation". It was highlighted that to remain competitive with other LNG players and more importantly being safe at all times, change is required. Moreover, achieving that aspiration would be the greatest and proudest moment for everyone in the

Turnaround Coordinator (ETA/3). Among the items highlighted were the four priorities to manage i.e. Safety, Quality, Time and Cost. It was hoped that all staff would give full support and cooperation to the Turnaround Activities 2014 in executing their job safely, timely and on budget.

Ali Noordin Md Diah, Head of Organisational Effectiveness (HCO) highlighted the importance of staff participation in the Shell People Survey 2014. The target completion rate for this year was 90 %. It was interesting to note that quite a number of action items have been introduced and implemented as a result of previous SPS. In terms of People Development, an accurate ranking was introduced that focuses on deliverables and behaviours. Additionally, many of our EVP were reviewed and implemented and some new ways of rewards and recognitions were also introduced. In ensuring the visibility of our leaders, more formal and informal engagement sessions were introduced within the organisation such as EBLT Walk About, Lunch and Learn sessions and other activities.



Change Journey, Finance Control Framework and Performance & Development Conversations & CEP Feedback for Mid Year Review, and was hosted by Hj Mohammad Hj Jaya, Senior General Manager, Plant (LM).

On Change Journey Status updates, at the first session Hjh Zainab Omar (HC) highlighted on the completion of the Scoping document, dashboard and communication plan, the upcoming poster sessions and the availability of Change Journey or Business Improvement initiatives. In ensuring that everyone in Brunei LNG is engaged and contributing to the success of Change Journey, the booklet for 2014 was distributed to those present at the Town Hall session. Meanwhile at the other session the Technical Manager Jorden van Dam in his capacity as the Project Manager reiterated the

organisation. The session also shared the Dashboard for Change Journey 2014 action items, aimed to inform staff and stakeholders on the overall status of the action items and ongoing activities in the respective Work Streams. More importantly, for staff to realise that all action items highlighted in Change Journey Work Streams are those high level activities within the corporate level that are complemented and supported by the smaller or various activities within the departmental and functional levels.

Briefing staff on the Major Turnaround activities held in the plant in last April was made at the earlier session delivered by Pg Hassanal Pg Putih ,





Hj Yakub Yussof, Special Adviser, Health Safety Security and Quality (HSQ) highlighted the usual anticipation of car parking issues during TA activities. It was noted that more than 1200 contractors spent time working at Brunei LNG plant for shutdown activities. With

of small commitment mentioned include: Be on time at any events or meetings would give an indication that we respect other's time and making sure that we use our time effectively.



only limited car parking space, the management identified two additional parking areas, namely the TKK's building and the new Sekolah Menengah Lumut parking areas. This is to reduce traffic at the existing car parking areas.

Haji Mohammad Jaya, Senior General Manager, Plant (LM) as the host for the later session highlighted one good example of small commitment that would give bigger impact in the future. Examples

On Finance Control Framework project presented by Ms Tan Siak Yee, Financial Controller (FCS) highlighted that the project was initiated to assess and improve the sufficiency of finance controls. The project addresses historical audit findings and enhances management in control & assurance. Moreover, it aims to develop competency of finance team, deepen overall awareness in controls and create a culture that emphasises individual ownership. This Finance Control

Framework is not new as it only reviewed and updated with an additional of two new control owners (MD& TPE), and affecting only the critical parts of the Assurance process for Management. Through this exercise, it gave an opportunity to reassess 41 existing controls that are valid and relevance to Brunei LNG's risk.

The session continued with a presentation on Performance & Development Conversations & CEP Feedback for Mid Year Review delivered by Mizan Hj Md Deli, HR Business Partner (HCP/1). The Mid Year review is important as an activity and engagement with staff to assess performance against agreed goals, both in personal and departmental levels that should be linked to corporate goals and business outcomes. Through this activity it gives an opportunity for staff and supervisor to review progress for development purposes. As a result it would allow a discussion on prioritising different types of development needed for respective individuals. This year's midyear review also gives opportunity for supervisors to give feedback on the result of the CEP (Current Estimated Potential) exercise that can be linked to IDP (Individual Development Plan) discussion. It was highlighted that the target date for completion on the midyear review feedback will be in September with 95% of GPA reviewed.

Above all, Town Hall at Brunei LNG remains as one of the important communication platforms to reach the mass audience in the plant. In addition, it provides an informal opportunity to staff in raising any concerns pertinent to staff and the organisation.



# GOAL ZERO ACHIEVEMENTS RECOGNITION FOR BRUNEI LNG



Brunei LNG Sdn Bhd (Brunei LNG) since its establishment in 1969 has continuously remained steadfast towards its commitment on safety. Such dedication was certainly underscored on 1 May 2014 as Brunei LNG was awarded with two recognitions – 20 million man hours without Loss Time Injury (LTI) and 25 million man hours without LTI respectively.

Present to handover the momentous awards was Mr. Ate Visser, Vice President Integrated Gas Ventures East. In his remarks, Mr Visser expressed his pride towards Brunei LNG for its proactive journey towards achieving Goal Zero – No Harm To People, No Leaks – and setting an example to the Shell Group. Being the first plant in the Western Pacific to pioneer in large-scale liquefaction of natural gas, Brunei LNG has indeed come a long way since its inception, and operating safely is of no exception. Nevertheless in acknowledging the ‘close-calls’, Mr. Visser stressed for the need to always remain vigilant while maintaining the proactive efforts of its staff as well as business partners in ensuring that each and every one of us return home safely.

Meanwhile Mohamad Awang Damit, Managing Director /CEO of Brunei LNG expressed his gratitude on the recognition of this important milestone. He highlighted that safety remains the key business priority for Brunei LNG and further reiterated that the organisation will continue to improve performance particularly in safety culture, in which will help Brunei LNG to raise the bar towards “Goal Zero”.

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## BRUNEI LNG FASHION NIGHT OUT EMBLEM

On 5th April 2014, it was definitely a commemorative event as we celebrated the Brunei LNG Emblem Night 2013 at the Indera Samudra Grand Hall, Empire Hotel and Country club. This year’s Emblem Night carried with it the theme of ‘Fashion Night Out’. It was indeed open towards the vast creative interpretation of the staff members of Brunei LNG.

All staff members and spouses were dressed according to the theme and one fact that was definitely clear was that Brunei LNG practised inclusiveness and everyone was part of the celebration.

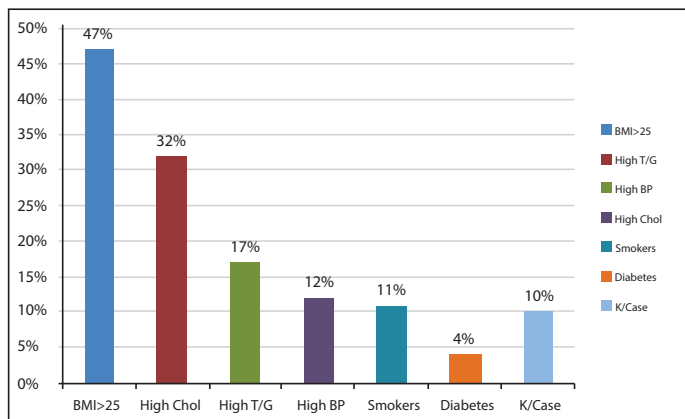
In his opening speech, the MD/CEO of Brunei LNG congratulated the long service recipients who clocked up more than 1,500 years of service. He was appreciative of everyone’s commitment, loyalty and mentorship in transferring skills and knowledge to new joiners as the future assets of Brunei LNG. He further noted that staff development is crucial in ensuring that members of staff are properly coached and equipped with the right competency and mindset in the right environment.

He further mentioned several people who were the pioneers in Brunei LNG who helped to build up Brunei LNG's reputation as amongst the best in the world. He then presented the long service awards to 98 long service recipients who have clocked up more than 1,500 years of service.

Attendees on that evening were entertained by spectacular performances and entertainments. The response from the crowd was overwhelming as most of the staff stayed till the very end. The night progressed and ended with the announcement of the winner in the MD Excellence Award that went to the Operation Team on the “War on Leak” project.



# LUNCH & LEARN SESSION



“You are What You Eat”, this is the topic selected for the Lunch & Learn session held on the 29th May 2014. The session gave an opportunity to the audience to know the latest health statistics for the whole of the Brunei LNG employees (statistics as shown above). From the statistics, it was noted that almost half (47%) of the employees are Overweight (based on BMI of > 25). Similarly, for High Cholesterol, quite a high number of the employees have the condition, which most likely is related to the high BMI status.

In early June 2014, the HLP Committee introduced the “Weight Loss Program(WLP)” effective from June to Nov 2014, whereby Brunei LNG will donate to charity \$20 for every kilogram lost by the employee that have registered to the WLP. It is an excellent initiative for employees to work on to improve their health status and at the same time to do charity as a result of losing some weight.

During the talks, the audience learnt how the different major foods groups, proteins, carbohydrates and fats affect their performances during the day. There was also information shared on different foods that could increase their risks to cancer and how their food choices might contribute to the different lifestyle diseases in the future.

Overall, there were good participation and positive responses from the audiences at the session. A few of them suggested having a healthier foods choice at Brunei LNG’s canteen. In line with the theme of the Talks, participants were then provided with healthy snacks for their lunch and a few of the attendees indicated that they would like to have a similar session in the future.





# SAFETY DAY 2014



On 4th June, we celebrated Safety Day 2014 with an official opening held at our plant. This important event was also organised concurrently within all Shell sites around the world. Present at the event was the Managing Director/CEO Mohamad Awang Damit, management members and staff, invited guest from UIG and management and staff from business partners.

The event began with the opening

achieved Goal Zero. Thirdly, at a higher level we have achieved 25 million manhours without LTI and 4.7 million manhours without TRC. The above achievements can be considered a milestone for Brunei LNG in terms of HSE and Goal Zero.

The Safety Day 2014 comprised of 3 days exhibition, various engagements with staff and business partners. Meanwhile, the MD/CEO highlighted that Brunei LNG has been leading the industry in terms of safety towards “Achieving the Goal Zero” a vision towards No Harm and No Leaks. This year Safety Day is designed to

demonstrated in the excellent safety performance over the past 44 years with the achievement of 25 million manhours LTI free and 4.7 million manhours TRC free. The safety event was also the opportunity to re-energise the Life Saving Rules by emphasising the message of “*If you choose to work for Brunei LNG, you chose to comply with the 12 Life Saving Rules*”, and finally to deepen engagement through supervisor led dialogue for both staff and contractor.

MD/CEO further reminded that “*We must ensure that leadership and the workforce remain alert and focused on main operation risks*” all staff are reminded to be vigilant and show no complacency to the 12 LSR violations. He also reminded all staff to constantly adopt the sense of chronic unease by repeatedly asking ourselves the question of what could go wrong, and whether we have the controls to prevent it. He concluded by emphasising the importance of Visible Safety Leadership of all management team, department heads and supervisors as well as the Business Partners.



remarks by the HSE Special Adviser Hj Yaakub Yusof who among other things highlighted 3 important items. Firstly the Goal Zero with no harm to people and no leak is as our main responsibility. Secondly, with this embedded in all staff the recent Major Turnaround 2014 has

reinforce that safety as a deeply held value and we comply, intervene and respect out of care for our people. Additionally he highlighted that Brunei LNG's performance is driven by our personal commitment to Goal Zero, both for Personal and Process Safety which was visibly

## SAFETY DAY 2014 (continued from page 9)



One of our Business Partners was also invited to deliver a speech at this important event. Hj Musa Adnin, the Managing Director of Adinin Works Engineering (AWE) shared their achievement of 4.5 million manhours without



LTi. As part of their commitment to continuously improve HSE performance several new HSE related programmes have been introduced such as: the Worksite Hazard Management Course; Improvement of Tool Box Talk

with more visual aids; Engage more HSE trainees; and Pledge to continue to improve HSE.

The event also witnessed the presentation of Goal Zero Hero for Brunei LNG 2014.

## ENGAGEMENT WITH THE COMMUNITY

As part of Brunei LNG's Corporate Social Responsibility (CSR) towards the community and its neighbours, an engagement with the community was held on 10th April 2014 aimed at sharing the upcoming Major Turnaround 2014 scope of works. The session is an annual activity for Brunei LNG in ensuring continuous communication with the stakeholders.

Present at the briefing were representative for the Legislative

Council, the Honourable Hj Mohd Shafiee Ahmad, Liang Lumut Community members namely the , Penghulu, Head Villages, Police, Fire Services, Schools representatives and neighbouring stakeholders. Brunei LNG was represented by the Operation Manager (OM), Legal and Communication Manager (LC), Head of Communication (LCE), Turnaround Coordinator (ETA/3) and members of staff from HSQ Department.

Besides being updated with the Turnaround activities, attendees to this session also had the opportunity to understand and learn Brunei LNG's Environmental Management System presented by Environmental Adviser, Allysa Koh (HSEA/1). Interestingly, it was found that some attendees shared their suggestions at the session. The session concluded with some Q & A session pertaining to Brunei LNG's operation and activities.



# TA WEEKLY AWARD & RECOGNITION

The Turnaround (TA) HSSE team 2014 had organised a weekly award and recognition days for employees of Brunei LNG and its business partners throughout the period of Turnaround Activities. A total of 32 HSSE Awards was presented during the event. The HSSE award included Goal Zero Hero, Best Intervention and Best Housekeeping and Special Recognition Award.

This kind of initiative held every year aim to recognise people for their efforts and contribution

towards achieving GOAL ZERO, no harm to people. The first gathering was held on 5th May 2014. Present at the function was Latip Mohammad (HSER/5) –TA HSSE Lead, who gave a short speech highlighting the importance of complying with safety rules. This is to ensure that everyone is working in a safe working environment. In addition, he highlighted that an individual should not be afraid to intervene for unsafe act and condition. He further highlighted that each and every one in the organisation need

to take care of each other's safety, so that everyone can go home safely to their families at the end of each day.

The following names are some of the award recipients in various safety awards.

Safety Awards		
1	Yusri Aliamin	MML/12
2	Robin Valeros	AWE Sdn Bhd
3	Renato Ocampo	Mashhor General Contractor
4	Asin Ak Pali	Sahid Sdn Bhd
5	Boniface Ak Bana	Sahid Sdn Bhd
6	Edilberto Caluza	AWE Sdn Bhd
7	Raja Sekar	AWE Sdn Bhd
8	John Nyadang	AWE Sdn Bhd

Winners for Best Intervention		
1	Nolasco R. Ronquillo	Jasra Sdn Bhd
2	Junito	Megalift Sdn Bhd
3	Shafiih	AWE Sdn Bhd
4	Alberto Limpin	AWE Sdn Bhd
5	Warlito Abulencia	Mashhor General Contractor
6	Danny Bautista	OPC/22
7	Junenefer Derecho	AWE Sdn Bhd
8	Md Mosharaf Chowdhary	Sahid Sdn Bhd
9	Harold Tolentino	Jasra Sdn Bhd
10	Arnold Tubo	AWE Sdn Bhd

Winner for Best Housekeeping		
1	Eduardo	Cunanan & Team – AWE Sdn Bhd





## A TALK ON “NI’MAT”



On 29 April 2014 a religious Talk (Tazkirah) was conducted by Mohammad Rifaie bin Haji Mohammad Noor, Junior Guidance and Counselling Support (HML/321) at Brunei LNG Restaurant. The talk entitled “Ni’mat”. The Tazkirah was organised by Badan

Pekerja-Pekerja Islam (BPPI). The objectives is to increase awareness with regards to favours, wellness, and health that Allah gives to our life.

Many people are under the impression that Allah favours only one that is money. Indeed, the money really has dominated human life. All business and pleasure felt bland without money in hand and feels like we are the poorest, but with a lot of money we feel as if we are the happiest human in the world. Allah promised to increase and double His blessings when we acknowledge and appreciate the favours. But on the other hand, if we deny (underestimate) the grace of Allah, a painful punishment will await.

Threats of Allah will happen in the world (Dunia) or Hereafter (Akhirat). In the world, favours pulled and replaced with agony. In the afterlife, hell would be a painful punishment awaits.

## BRUNEI LNG ACADEMIC EXCELLENCE AWARDS



On 24 June 2014, the annual Brunei LNG Academic Excellence Awards was organised at Pengiran Anak Puteri Hajah Rashidah Sa’adatul Bolkiah Secondary School Lumut. This year awards were presented to 136 best students and 28 teachers from primary, secondary and religious schools in the Belait district, as well as Children of Brunei LNG’s employees who achieved excellent results in public examinations.

In his speech as guest of honour, Brunei LNG Acting Managing Director Dr Thomas Jenke said that the awards ceremony, in its 12th edition, was *“a reflection of the unwavering dedication by the Mukim Liang-Lumut community in supporting such initiatives in the interest of upholding national education through the acknowledgement of excellent academic performers in the district”*, further highlighting that the awards is indeed a testament of the mutual desire between the public and private sector to achieve national aspirations,

specifically in nurturing an educated population to generate future leaders. Meanwhile, in her welcoming address, organising committee chairperson, PAP Rashidah principal Hj Murni Abdullah advised parents to continuously assist their children in their study outside school hours.

Among those in attendance were Mohd Husini Hj Bakar, Brunei LNG Legal and Communications Manager and CJ Lai, Brunei LNG Finance Manager who joined Dr Jenke in presenting the awards to the students, teachers and schools.

Chung Ching Middle School was recognised as Best Primary School, while Chung Hwa Middle School was Best Secondary School with Pengiran Jaya Negara Pengiran Haji Abu Bakar Religious School named the Best Religious School.

# RELIGIOUS TALK ON THE FAVOURS OF ALLAH



And if you should count the favours of Allah , you could not enumerate them. Indeed, Allah is Forgiving and Merciful. (Stated in the Holy Qur'an from Surah an-Nahl: 18)

In the world in which we live, Allah bestows many favours on us. All the needs of each living being are generously met and no detail is forgotten.

Let's think about ourselves as examples. From the moment we wake in the morning, we need many things and encounter many situations. In brief, we survive due to the many favours bestowed upon us.

We can breathe as soon as we wake up. We never experience difficulty in doing this, thanks to our respiratory systems functioning perfectly.

We can see as soon as we open our eyes. The sharp and distant images, all three-dimensional and fully coloured, are perceived by our eyes, and indeed owe their existence to the unique design of eyes.

We taste delicious flavours. The relative proportions of the vitamin, mineral, carbohydrate or protein content of the food we eat, or how the excess of these nutrients are stored or utilised in the body never concern us. Moreover, we are mostly never aware that such complicated operations take place in our body.

When we hold some material in our hands, we immediately know if it is soft or hard. What is more, we need no mental effort to do this. Numerous similar minute operations take place in our body. The organs, responsible for these operations, have complicated

mechanisms. The human body functions almost like a factory of enormous complexity and ingenuity. This body is one of the major favours given to man since man leads his existence on earth with it.

*And Allah has subjected to you whatever is in the heavens and whatever is on the earth - all from Him. Indeed in that are signs for a people who give thought. (Stated in the Holy Qur'an from Surah al-Jathiyah: 13)*

*And He gave you from all you asked of Him. And if you should count the favour of Allah, you could not enumerate them. Indeed, mankind is [generally] most unjust and ungrateful. (Stated in the Holy Qur'an from Surah Ibrahim: 34)*

*The living beings mentioned above are only a tiny part of the favours and beauties Allah bestows. Wherever we turn, we come across creations reflecting the attributes of Allah. Allah is ar-Razzaq (the Ceaseless Provider), al-Latif (the Subtle One, He who creates things most subtly), al-Karim (the Generous One), al-Barr (the source of all goodness).*

Now, take a look around you and think. And never plead ignorance of the fact that everything you possess is a favour to you from your Creator:

*And whatever you have of favour - it is from Allah. Then when adversity touches you, to Him you cry for help. (Stated in the Holy Qur'an from Surah an-Nahl: 53).*

So which of the favours of your Lord would you deny? (Stated in the Holy Qur'an from Surah ar-Rahman: 13).

## DONATIONS TO ORPHANS

On 13th June 2014, the Badan Pekerja-Pekerja Islam (BPPI) organised a donation event for 167 orphans from Lumut 1, Lumut II, Lumut II RPN, Sungai Liang and children of former Brunei LNG employees. This event is our commitment in supporting the preparation for Ramadhan and Hari Raya Celebrations.

The event was held at the multi-purpose hall of Liang Lumut Recreation Club in Lumut. Present as the guest of honour was our Senior General Manager, Plant, Hj Mohammad Jaya, who handed over the donations to all the orphans.

This annual event is held as part of our Corporate

Social Responsibilities' (CSR) commitment towards contributing to sustainable development. Our main focus is developing the skills of the people towards improving their capabilities in line with our aspiration to support Brunei Darussalam's Vision 2035.



## CLEANING CAMPAIGN AT CEMETERIES

On 19th June 2014, Brunei LNG organised a cleaning campaign at Muslims' cemeteries Mukim Labi with the support from the Fire and Rescue Operation "B" Team, Sungai Liang and Labi, and Labi I and II Consultative Councils. This activity was in conjunction with the arrival of the holy month of Ramadhan

1435H, held at Kampong Rampayoh and Terunan Cemeteries.

Among those in attendance were Mohd Husini Hj Bakar, Brunei LNG Legal and Communications Manager, Haji Metussin Matzin, Labi Consultative Councils and Awang Muhamad Ali bin

Hassan, Station Commander Fire and Rescue Station, Sungai Liang and some members of staff of Brunei LNG.

The event is part of our corporate social responsibility activities for the community.





## BLNG WON OPEN FUTSAL 2014



On the 3rd of May, the Brunei LNG futsal team won the BSP Open Futsal tournament for the third consecutive time.

During the game, the team was grouped together with Refinery,

Darat Assets and West Assets under Group D. This was seen to be the 'Group of Death'. The first two matches with Refinery and Darat Assets ended with a score of 0-0. However, during the final game, which was against West Operations, the Brunei LNG team ended with a score of 1-0. This then secured the team at 2nd spot within the group with 5 points.

In the quarterfinals against the Human Resource (HR) team, Brunei LNG managed to beat them with a score of 3-1. Again in the semi-finals the team successfully scored 2-0 against JO (TWC).

The final however was a bit tough as they were going against the team Maverick FT, a team comprised of HSE (Bomba) and Business partners. Within the first 3 minutes of the game, the opposing team managed to score their first goal. The Brunei LNG team were astounded at this show of skill, but managed to equalize the score 1-1.

Towards the final moments of the game, Maverick FT conceded a penalty in which, Reniel Ruani successfully scored to the opponent's pole that brought Brunei LNG to a winning end and become the champion for the 3rd time.

## MDCT 2014 BOWLING TOURNAMENT



A fun MD Challenge Trophy (MDCT) bowling tournament was held on 6 to 7 June 2014 at Grand Seria Bowling Tournament. This annual event between Functions seeks to develop and foster closer ties and improve relations between Functions and staff of Brunei LNG. The tournament is also intended to raise fund for the Brunei LNG Orphans Fund.

A total of 58 teams with more than 200 staff participated in this tournament. This year is the 9th year that the tournament has been organised with a World Cup theme with teams named after countries. The tournament managed to raise more than \$1200 from the

registration fee for the Brunei LNG Orphans Fund.

This year, the Champion team went to Puerto Rico from Operation Function with a total pin fall of 1925, followed by Burkina Faso from Engineering Function with a total pin fall of 1900, and 2nd runner up went to Brunei FM from Finance Function with 1817 total pin fall.

Meanwhile for individual category, Pg Hassanal from team USA (EC) emerged as a Champion in the Male category and Dk Hasimah from Brunei (FM) in the Female category. Both received a set of bowling ball, gear set and a trophy. In the 9 Pin category, Sapri Zakaria

from Burkina Faso (EC) appeared as Champion in the Male category and Suhartini Suhaini from Burkina Faso (EC) for Female category.

The prize presentation for the overall Champion in this tournament was handed over by the MD/CEO, Mohamad Awang Damit.



## FEATURED ARTICLE

# Q&A: ABOVE AND BEYOND? HOW TO DEAL WITH A STRONG-WILLED EMPLOYEE

By: Al Switzler

### Question:

I manage a small technical team. One particular member of my team is a seasoned high performer who is very strong-willed. This person enjoys being the “hero” in the customer’s eyes by sometimes intentionally making commitments that lead to unnecessary and excessive overtime. Because of exempt status, this person is not eligible for overtime compensation and the company has no comp time policy. The employee has expressed an opinion of entitlement to compensation for this overtime, especially since the work brings in significant revenue directly to the company. This has put me, as his manager, in an uncomfortable and awkward position when I have had to address the issue. Despite repeated requests to stop this behavior, the employee persists in making commitments “for the good of the customer” even though we have told the employee we cannot provide compensation for overtime work. How should I deal with this?

### Answer:

What we have here is an archetypal crucial conversation! Clearly the stakes are high, you and your seasoned high performer see it differently, and the emotions have kicked in. As I have read and reread your question, my mind has been flooded with options. I have tried to sort through the flood to find a few bits of advice that I think are most cogent, noting that because I don’t know the context or history, some of this advice may be less cogent than I would hope. Nonetheless, here is some advice in chronological order.

**Consider your options.** All people facing crucial conversations have at least three options. You can remain silent, turn to violence, or hold a crucial conversation. If you choose silence, you are essentially giving the employee your permission to continue acting this way. However, most people don’t really remain silent—they gossip. And that generally unravels and hurts the relationship. Or you can choose violence—you can bottle up your emotions until you explode with accusations, sarcasm, or worse. Neither of these first two options, which are very common, will help. So the first bit of advice concerning how to deal with this is to speak up with candor and courtesy.

**Get your head and your heart ready before you open your mouth.** Give the other person the benefit of the doubt. Ask yourself: “Why would a reasonable, rational, and decent person act this way?” Do you really understand the reasons this seasoned, high-performing employee is acting this way? Have you asked him? Does this employee feel like you care and that you are trying to understand? Are his reasons limited to serving customers and compensation? Could the employee be identifying a big problem that you, as a supervisor, need to help solve? What is your purpose? What is his purpose? What is the **Mutual Purpose**? When we have an issue with someone, we are often too quick to generate conclusions that oversimplify. So make sure you have done your best to understand.

It’s likely you’ve noticed that the first two bits of advice deal with you and not the other person. Each of us needs to make sure we work on us first. We don’t want to charge into a conversation with incomplete and clever stories, with our faces showing that we have held court in

our heads and found the other person guilty. Once you have carefully engaged in the first two pieces of advice, you can then proceed.

**Talk about the real issue.** Over the years we’ve talked and written about determining what conversation to hold using **CPR**—Content, Pattern, and Relationship. The problem that many of us suffer from is that we talk ourselves blue in the face about the wrong issue. We choose simple over complex, easy over hard, and incident over pattern. I’m not sure what the real issue is with your employee. Maybe the issue is a pattern of making inappropriate commitments to customers. Maybe the issue is a sense of entitlement about the lack of overtime pay or perhaps compensation in general. Maybe the issue is that you have made repeated requests and he has not made a firm commitment. These are things to think about. I will say that clearly you must address a pattern and probably a relationship issue. Again, without knowing the context, let me suggest a couple of approaches for when you open your mouth.

**Speak up about what really matters.** Of course, you want to make it safe to talk. Safety would include privacy (not having spectators), timing (choosing a time when you won’t be rushed or stressed), and purpose (clarify up front what you are trying to accomplish and ask if now is a good time for the two of you to talk).

You might begin by saying, “We’ve chatted at least three times about making commitments to customers that require overtime and your feeling that it’s not fair that you not be compensated for this. I’ve asked you numerous times not to make these commitments and you know the compensation policy. I’d like to understand and I would also like to talk about this so that we don’t have this issue recur. Is my purpose clear?”

What you have done here is clarify an outcome. You are not merely trying to solve the problem of his making commitments to customers; you are trying to eliminate a pattern and to build a relationship so that you can trust him when he makes a commitment. What the solution is, I’m not sure. Maybe it’s a motivation problem and when you share the consequences of the employee’s actions, he or she may understand them and comply. Maybe it’s an ability problem, and when the two of you identify how your employee can say no to customers, you’ll have a solution. Maybe you’ll learn something that will cause you to support a salary increase for the employee or a change in a process or policy. When you start the conversation, the outcome is not predetermined; but when you finish the conversation, the next steps and commitments should be very clear—**as in Who Does What by When, and Follow up.**

There is no magic solution to challenges like the one you are facing. There are some tested principles and I’ve based my advice on them. All of these tactics and principles stem from the Law of Crucial Conversations: If you’re stuck in some aspect of your life, at work or at home, there is a crucial conversation you’re not holding or not holding well. Get better at crucial conversations and get better at everything.

I wish you well in stepping up to this conversation,

Al

## FEATURED ARTICLE

# HOW TO STOP INTERRUPTING & ACTUALLY LEARN SOMETHING

By: Sean McPheat

It's very tempting as a manager to try to prove your expertise and knowledge in a conversation. Your status as 'boss' often makes you believe you have to have an answer for every problem team members bring your way, and you may feel you have to be the font of all knowledge, the 'Google' of the office.

But being the 'manager' doesn't mean you have to be faultless and the guru of the team. We often see managers jumping in to solve problems within the team in a sort of "Jim'll Fix It" routine every time.

There is a way to reduce the snap decision-making that often proves to be too judgmental in the way it's put across. If you find yourself reacting too quickly at times, try this simple technique that will allow you to ponder rather than pounce.

Instead of coming to some quick judgement of a situation, instantly say to yourself 'Pause-Think-Act'.

This will accomplish a number of things.

Firstly, it will stop you interrupting when someone else is talking. When you interrupt, it is impossible to listen, as you've entered the 'talking-mode' and left the 'listening-mode' in your brain. Your brain flicks off your 'paying attention' section when you speak, as you are focusing on what you want to say.

Instead, become curious instead of judgmental. Ask yourself 'Why is this person feeling this way? What are their motives? What is driving their position?'

This way, you move away from being an advocate and start to take the position of enquiry.

So you pause, just long enough to let what the other person has said sink in and register.

Now is the time to 'think'. Ask yourself about the meaning this person is putting across. What emotions are they describing? Read between the lines and identify the deeper purpose behind the facts.

This might take you a second or two, and it might elicit more questions you need to ask before coming to a specific conclusion that you can work with.

After taking that pause, thinking through the real purpose and meaning that the person is putting across, you can then 'act', knowing that you have really understood the message that is coming across.

Don't jump to unnecessary conclusions, thinking you have to have all the answers. Your position doesn't automatically enhance your knowledge and abilities.

Does all this take time? Won't it lead to unnecessarily long pauses in conversations?

Not really. Pausing and thinking through what should be said next should only take a second or two. And you can always put in a filler, like 'Let me ask you a question...' which is always a good thing to say when you're trying to think of the question to ask!

By being curious instead of judgmental, you actually start learning things.

You get to see the position from the other person's standpoint. You identify the reasons and rationale behind their ideas and thoughts. And you enhance your listening skills while all this is going on.

Try it in your next conversation.

'Pause-Think-Act'. You might find you have a new perspective.



# TOWARDS A HIGH PERFORMING ORGANISATION BY 2017



## PEOPLE & LEADERSHIP - THE HEART OF CHANGE JOURNEY

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