

## Case Studies

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**The client:**

An international oil and gas company

**The request:**

Conduct a third-party assessment of their global security management systems.

**The process:**

*Visibility:* A comprehensive review of existing industry standards and guidelines was performed to establish a comparative benchmark for security risk management. The team then conducted extensive interviews with members of the company, ensuring they spoke with employees from various departments and at all levels.

*Opportunity:* The ability existed to link and ground these accepted standards and guidelines to corporate policies used to demonstrate specific region/country operating procedures supporting field operations for security and security risk management efforts.

*Action:* Specific examples were leveraged to show how an existing regional operating procedure, used as a template, could map back to corporate guidelines and policies, supported by existing industry standards and guidelines. This identified security management strengths and areas for improvement.

**The result:**

Using this process, the team was able to facilitate discussions throughout the company and help establish corporate policies and guidelines supported existing procedures that best managed their security and risk at a level equal to their tolerance.

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**The client:**

A U.S. Government agency and department.

**The request:**

Create a methodology to enhance training for civilian and military members preparing for overseas deployment.

**The process:**

*Visibility:* The team began by compiling all knowledge of existing research for leadership during transitions (military, academic, and industry) and existing military training gaps for general cultural skill sets and attributes, including past interviews with personnel returning from overseas in recent years and military studies. The desire was to develop a tool to facilitate leader interactions where continuity of effort over multiple years, was critical.

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*Opportunity:* The ability to leverage past research, supported by the same consulting team, identified necessary attributes in leaders that were vital for mission success. This research engaged military and civilian members from a decade of operations in Afghanistan, and provided anecdotal stories of successful/unsuccessful host nation building (governance and infrastructure). These stories illustrated best practices and served as an initial development tool when applied to current training cycles.

*Action:* The resulting tool was vetted through various levels, including foreign military officers and existing end users during their training cycle who are continuing to operate in host nation capacity building functions. Industry critical thinking, sound leadership, and communication skills identified a tool applicable to all stages from initial planning, execution, observations, and post training reviews.

### **The result:**

After further refinement, the team developed a tailored, five-step training tool that could easily be applied to any training environment and improve interactions and cooperative work over cultural lines.

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### **The client:**

An oil tanker ship management company.

### **The request:**

Assess potential causes, and likelihood, of an oil tanker's hydraulic steering gear system failure.

### **The process:**

*Visibility:* A complete review of the ship's hydraulic steering gear system was conducted including ship inspection, photo-graphic documentation, review of operation and maintenance manuals, and discussions with shipboard engineers about the steering gear failure.

*Opportunity:* Crew member discussions, and review with the client identified a comparative test bed scenario to assess exemplary fittings and likely wear patterns.

*Action:* Microscopic photographs were used to compare and demonstrate exemplary fittings, failure scenarios, and similar wear patterns to the incident fitting.

### **The result:**

The assessment and analysis facilitated internal dialogues between ship's crew, engineering support departments, and ship management members. In addition, the documentation provided helped resolve the issue and expedite external investigations.

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