



## Changing the Way We Work

After a very uncertain start to the year, the upstream oil and gas industry is now starting to feel a bit more confident, with oil prices stabilizing at levels that allow many producers the potential to get back to being profitable. Most upstream oil companies have gone through severe cost cutting activities and now have the opportunity to make those savings sustainable. Balance sheets are tight with a real focus on maximizing cash flow going forward. On the downstream side, refiners are caught on both sides, with the upswing in crude and the oversupply of gasoline dampening prices. Many chemical producers are focusing on completing major capital projects and operational readiness, while maximizing reliability to take advantage of the current market, while proactively focusing on margin in anticipation of market swings.

With the uncertainty of the US and Global economic outlook, all segments of the value chain are therefore focused on sustaining improvements and achieving the next stage of margin improvement. Changing the way we work and how we change the culture of our businesses during this time will dictate which companies will simply survive, and which will actually thrive. Now is the time to make these changes and improvements in how we work and create the culture that will sustain you well into the future.

This is the focus and the work that lays ahead for all of us. How do we consolidate and capitalize on the new world we are now operating in? Is your business ready for when the market further stabilizes and we begin to see an uptick in activity? Evolve can help prepare you to operate in an oil and gas industry that will be stronger, leaner, and built to last.

We believe that the companies that will be most successful into the future are the ones that unlock their ability to learn faster, to open up their people to the possibilities of working in different ways, challenging closely-held paradigms and changing the model to release new value. This is true for the upstream oil and gas sector that must learn how to [change](#) its operating model to become more efficient in the low price environment. It is also true of the downstream and chemicals sector who can maximize their current upswing benefits to create the cost discipline for the inevitable downswings. Creating nimble, open, learning organizations that can adapt to a number of different future scenarios and constantly drive continuous improvement, is the strategic imperative, and the present opportunity.

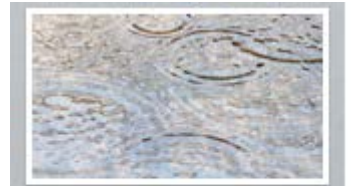
We recently hosted an executive roundtable to discuss these issues and how companies are changing the way they work to compete in this low oil price environment. The event brought together industry executives representing a cross-section of oilsands companies as well as midstream, utilities and service providers, to discuss how being competitive means [moving from "as good as" to "better than"](#) to compete globally. Deborah Jaremko, Editor of Oilsands Review, co-hosted the event and introduced the topic covered in an article written by Cal Watson, Evolve advisor, that the Oilsands Review published in their [June 2016 issue](#).

If you are looking for an implementation partner to support your internal change effort in a highly leveraged way, to ensure your effort delivers results and enables your people to change the way you work, please give us a [call](#). [Evolve](#) helps enable organizations to achieve significant step-changes in measurable results, through a process that enables people to learn faster and tackle new challenges into the future.

Best



**Rupert Hucker**  
CEO  
Evolve Partners



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