



THE TIMES 100

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Opito – The Oil & Gas Academy: Management styles in the oil and gas industry

Answer sheet

1. Workforce planning is an essential part of Opito . The Oil & Gas Academy. Why is this?
With such a large workforce and large number of extraction sites it is essential that the right numbers of people and with the right skills are in the right place at the right time. People may change jobs through promotion, retirement, disciplinary or take time off due to maternity / paternity / holidays or sickness. Without the right replacements or staffing Opito may not function properly.
2. Employers are there to realise the potential of the Academy. Is this true?
Yes because if they see the potential and understand the aims of Opito, they can work together to enhance the training and tailor the needs of the training to the industry requirements. Also if they embrace the work of Opito, there maybe more potential candidates applying to enter the oil and gas industry which means a higher calibre of potential recruit.
3. How much do the job description and job specifications vary for the different jobs at Opito . The Oil & Gas Academy?
Job descriptions and job specifications will vary widely as the jobs on offer and the requirements for each job will mostly be different and therefore different skills and experience will be needed.
4. At times, a manager may adapt a paternalistic approach and not consult with other employees when making decisions. Why might this be?
A manager might adapt a paternalistic approach as a decision may need to be made quickly whether it be a health and safety matter etc.
5. Using examples explain the difference between delegation and empowerment.
Delegation is to give power to a subordinate e.g. a recruit has been given the responsibility of doing the register during the training period. That recruit has now been empowered to make the decision of how and when he / she will take that register. If that recruit cannot take the register for some reason, he / she must make an allowance and organise cover for the register to be taken.
6. How might a diverse company like the Academy motivate its workers?
Potential change of job role, chance of promotion, chance of relocation.



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7. Why does Opito . The Oil and Gas industry value new recruits opinions and insights?
New recruits will mostly want to learn and will ask questions if something is not understood. This allows fresh ideas and outlook on policy, procedure and technology.

8. What are the advantages and disadvantages of specialisation and job rotation?
Job rotation allows employees to learn different roles in the business, which should improve motivation as their job roles and skills are broadening. If staff are absent, there are a number of suitable replacements that can take that job on. With rotation, employees will improve their understanding of the various processes and roles within the organisation and may even suggest improvements in how things are done to improve efficiency. The disadvantages with rotation are that staff may move to one area and not like their own and want to move, which may cause a fall in motivation. With employees rotating, productivity may fall as the employee doing the new job may not be as fast.