

SEASON BASED GOVERNANCE

SUJAA DEEPAK

GLOBAL PRACTICES AND COMPETENCY

NIGEL LESTER

GLOBAL ALM PRACTICE CHAMPION

Collaboration. Agility. Creativity.

May 2022

Schlumberger

Schlumberger

Together, we
create amazing
technology that
unlocks access
to energy for the
benefit of all.



1870s–1910s
An early passion

2021 Revenue

\$22.9 Billion

92,000+

WORKFORCE

160

NATIONALITIES

80+

COUNTRIES
OF
OPERATION

65+

TECHNOLOGY
CENTERS

13,000+

ACTIVE
PATENTS

Schlumberger Digital & Integration

We create value through the integration of data, technology, and processes enabled by the best people in the industry for the benefit of our customers.

2021 Digital & Integration Revenue

\$ 3.2 Billion

This year, we expanded access to our platform, adding collaborators to an unmatched network of best-in-class digital partners, and unlocked market access across all basins through the most comprehensive public, hybrid, and private cloud capabilities.

160%

USER GROWTH
YEAR OVER
YEAR

1,000%

GROWTH IN
COMPUTE-CYCLE
INTENSITY

240

COMMERCIAL
CUSTOMERS

Schlumberger Digital - Software



- #1 Software technology provider to upstream oil & gas industry
- Top 50 *global software company
- 40 years of E&P software development
- Largest contributor to the open source OSDU data platform
- 1700+ Customers per annum
- 100% of the **Top 50 oil & gas producers
- Expanding Energy Transition offerings including CCS - CO₂ sequestration

E&P Digital Transformation - key strategic focus for industry offering

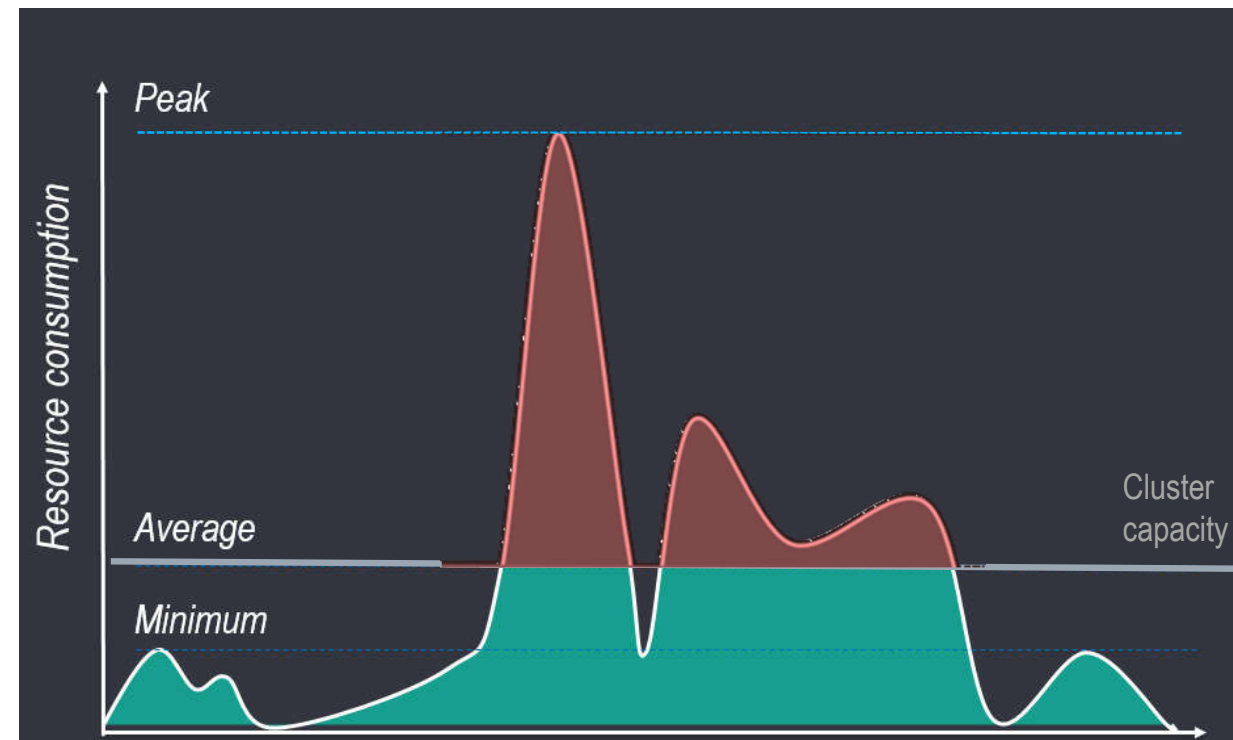
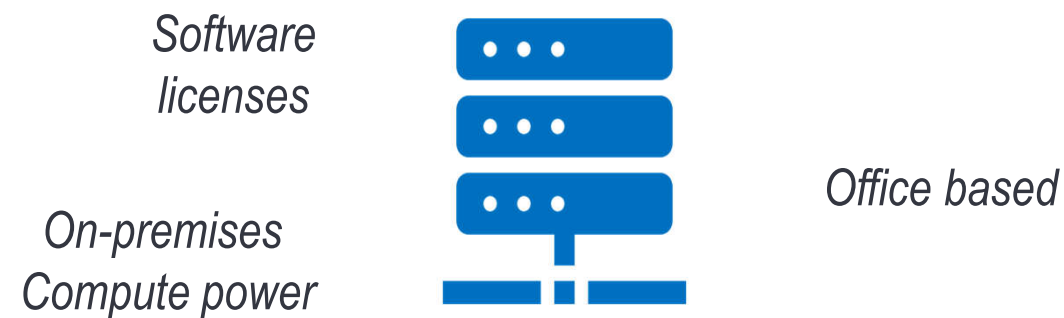
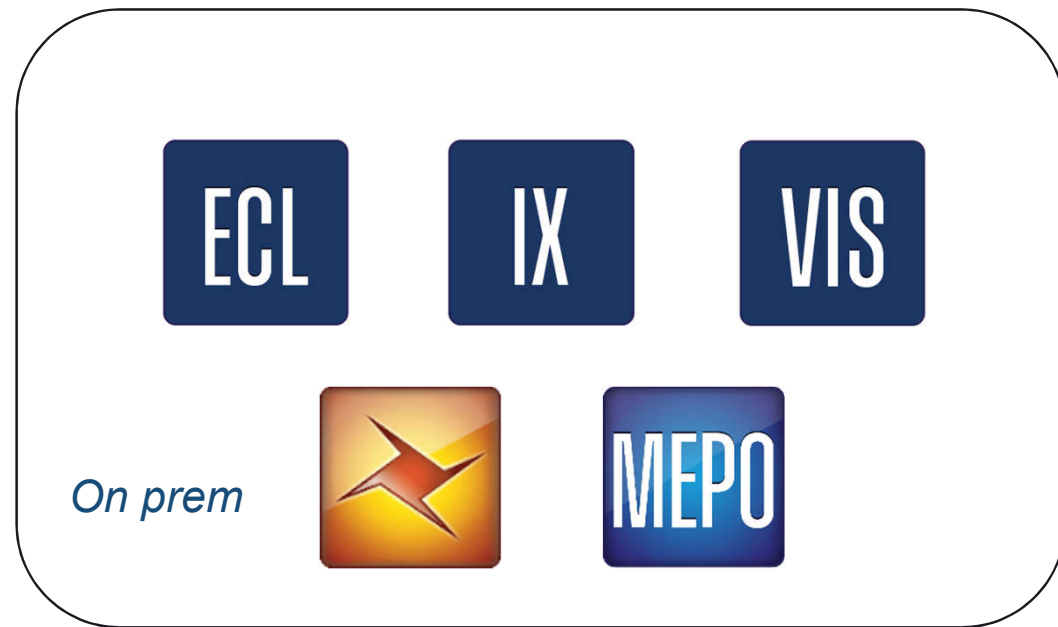


*Forbes Global 2000 list for "Software & Programming" / Wikipedia – Largest Software companies & *PWC - Global 100 Software Leaders by revenue

** Rystad reported oil & gas production for 2019 vs Schlumberger Software Revenue

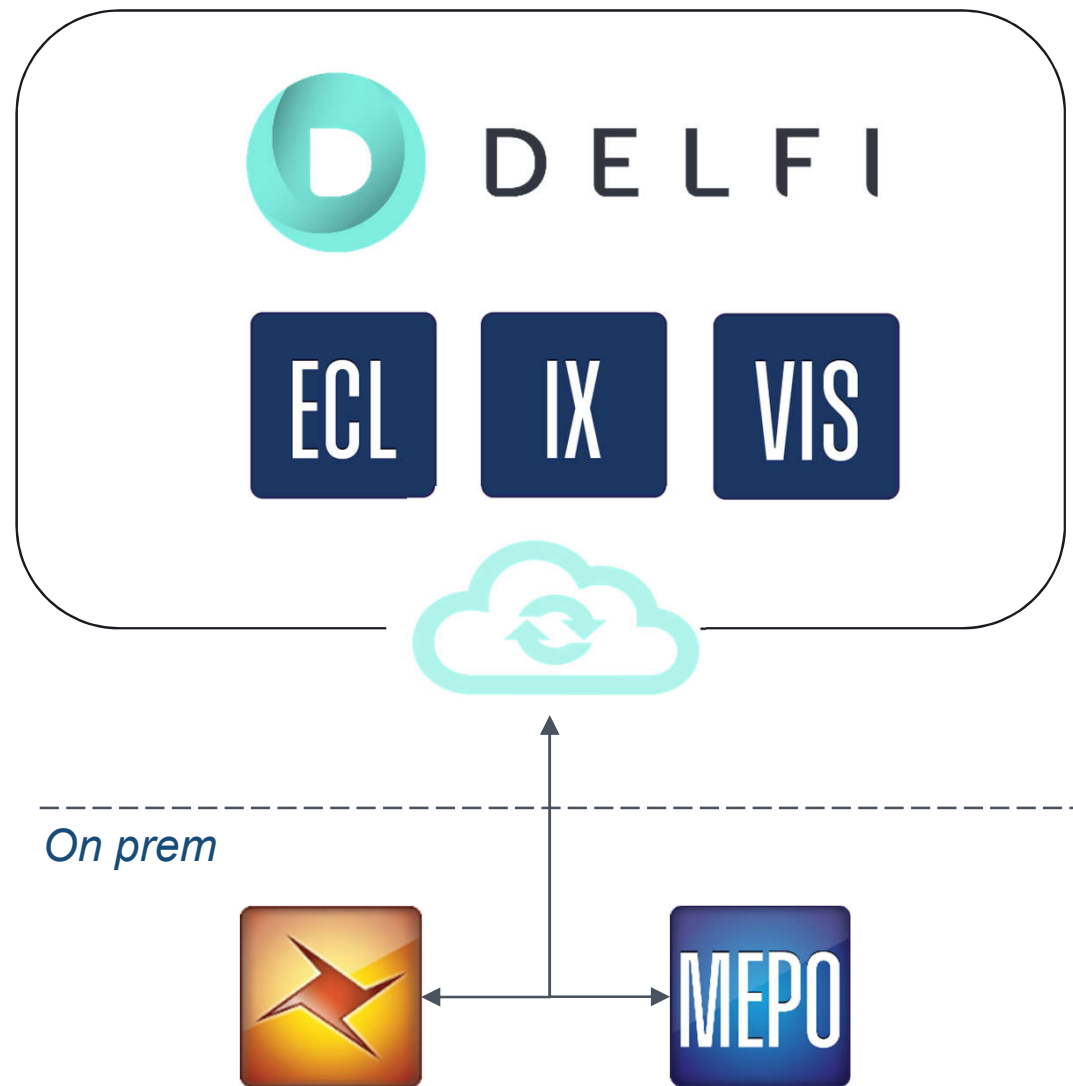
Schlumberger

On Prem Software Solutions



Simulation activities driven by infrastructure

On Demand Reservoir Simulation

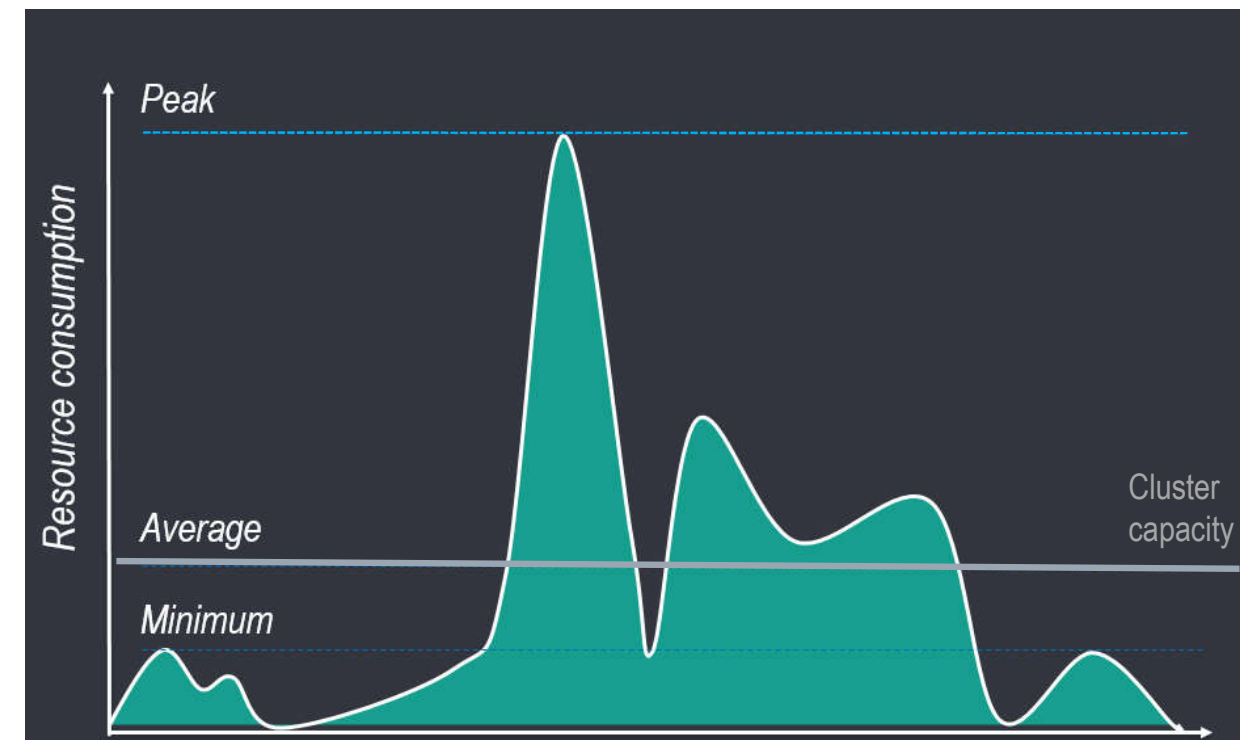


*From any location,
working from home
or at the office*



*Virtually 'unlimited'
cloud computing
capacity*

*No licenses
restrictions*



Simulation activities driven by business needs

Software Lifecycle Management

Our Schlumberger ecosystem for our PEOPLE to design, develop, test, build and release software to our users.

PRACTICE

Agile , DevOps, Lean, UX



PEOPLE

SLM Community and SLM Certification



GOVERNANCE

Season-based governance or Critical Decision Point scalable for all product types



TOOLS

Application Lifecycle Management Tools
Process & Practice support



Global Practices and Competency Manager



Global Application Lifecycle management(ALM) Practice Champion

Traditional Development Process





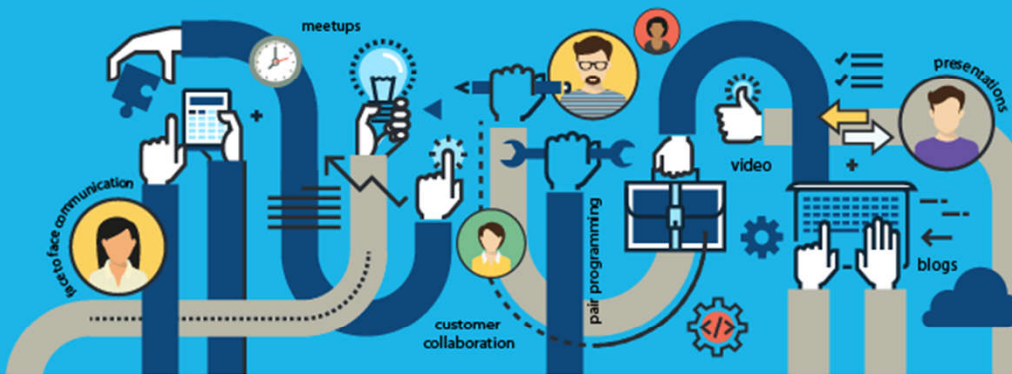
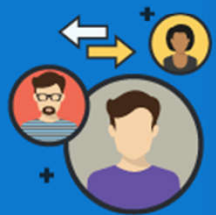
AGILE, LEAN & CUSTOMER OBSESSED

Work in Cross Functional Teams, Deliver Value in Short Iterations, Use Integrated Tools



EMBRACE DevOps

Pursue Quality at Every Step
Share Knowledge on New Ways of Working



COLLABORATE AND CONTRIBUTE

Collaborate Across Organizational Boundaries
Learn, Share and Promote Your Ideas



MEASURE AND EVOLVE

Reflect, Fine-tune and Adjust

Schlumberger

Evolving For DevOps – Paradigm Shifts

From Traditional

Process built on checks and balances

Projects over Products

Predictive planning

Static project plans & artifacts

Limited product team access to end users

Releases with high ceremony

Measurement of output

Silos with formal hand-off to deployment

Compliance checks at release only

To DevOps

→ Aligned and Autonomous teams

→ Products/Services with Continuous flow of value

→ Hypothesis Driven Development

→ Live content, approvers on critical artifacts

→ User Centered design and access to real users

→ Frequent deployments + release strategies (dark launches, etc.)

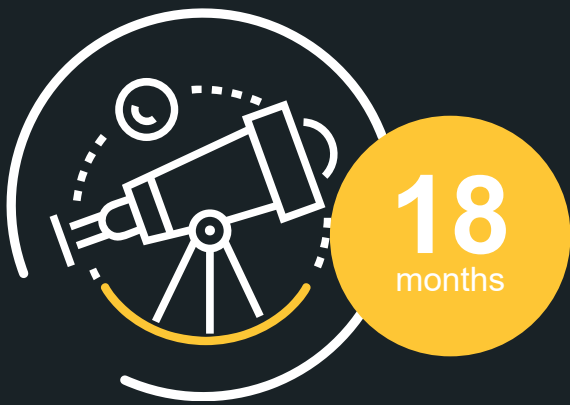
→ Measurement of outcomes

→ Dev + Ops deploying continuously and painlessly

→ Continuous compliance

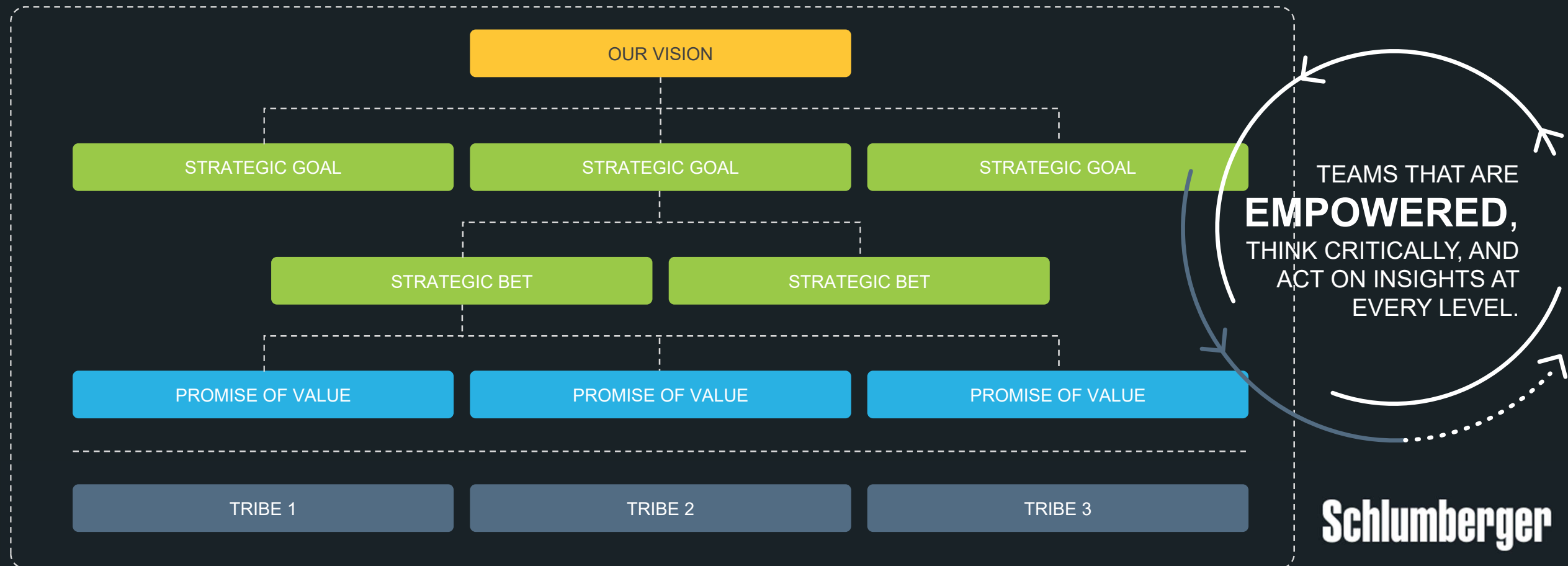
Season Based Governance (SBG)





What goals will lead us to our vision?

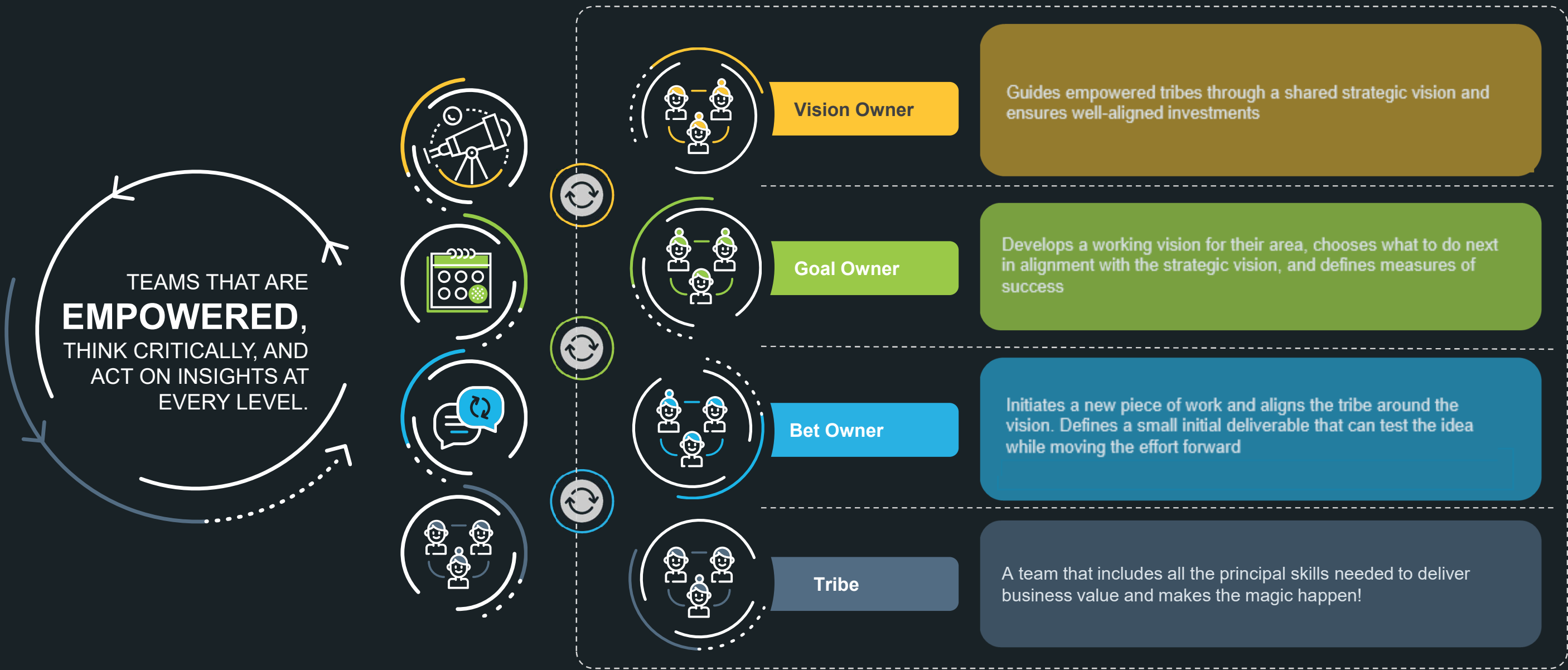
About the Vision Presentation: Tribes are **aligned** with the strategic priorities and know how they fit in the value chain.



Season Based Governance (SBG)



Season Based Governance: Roles



Season Based Governance: Lean Value Tree

What strategic goals will lead us to our vision?

VISION
18 months

Is our portfolio balanced?

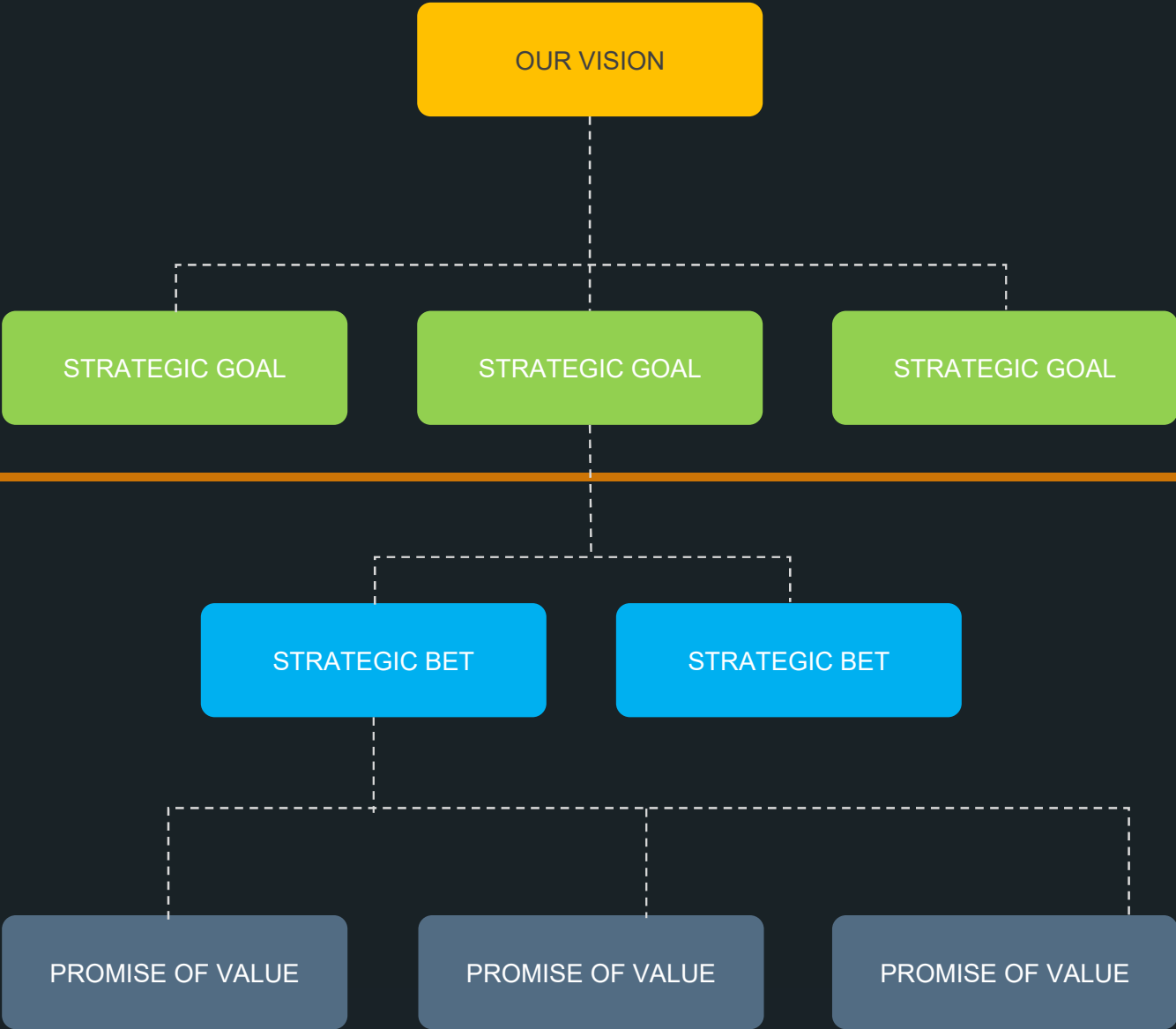
SEASON
3-6 months

What are we betting on to achieve the goals?

SYNC
3 sprints

What actions will deliver on our bets?

SPRINT
3 weeks



Vision and Goal owners own the vision and season plan

ALIGNMENT

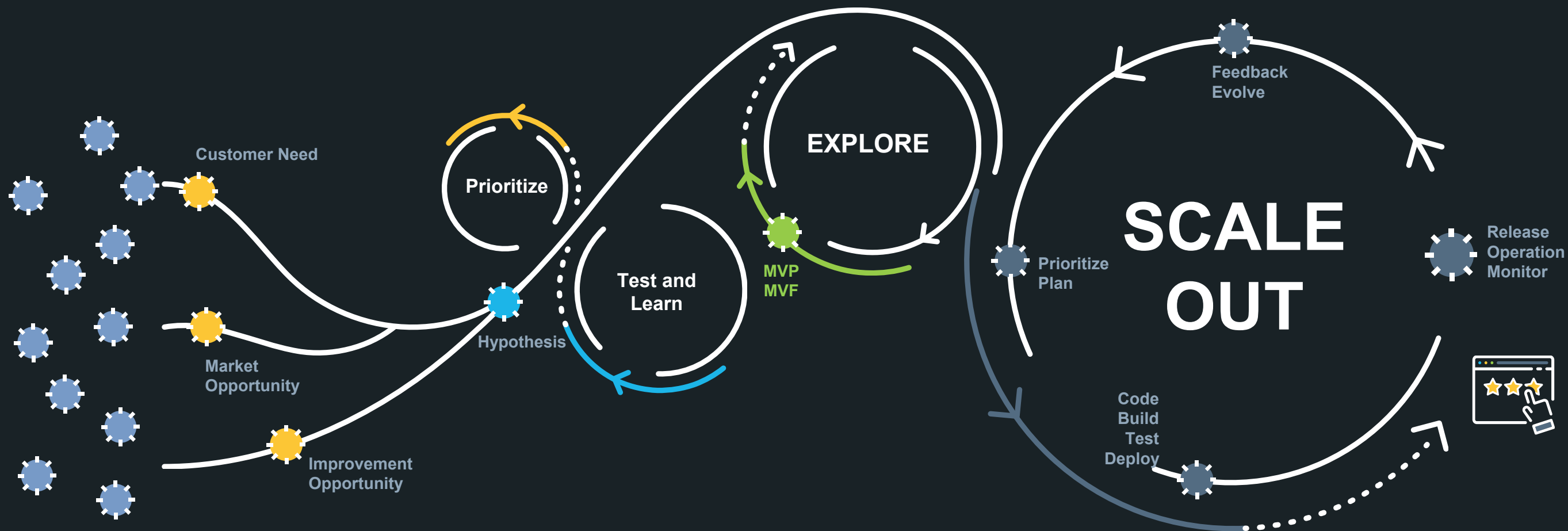
Line of autonomy

Tribe (incl. Bet Owner) owns the sprint plans

AUTONOMY

Ownership below the Line of Autonomy is with the tribes to create 3-Sprint and Sprint plans that must align with the goals.



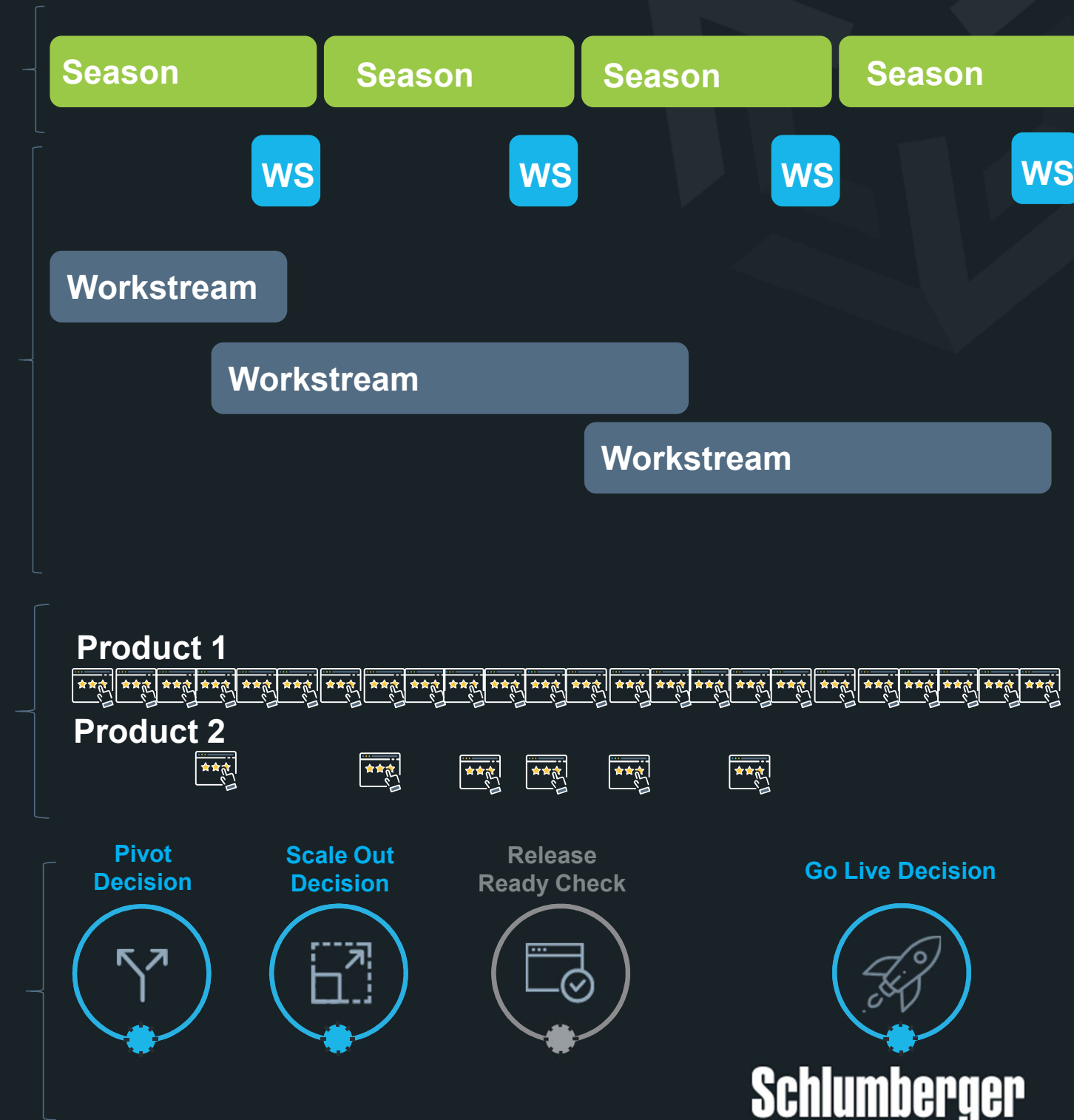


Working with customers throughout the Product Lifecycle

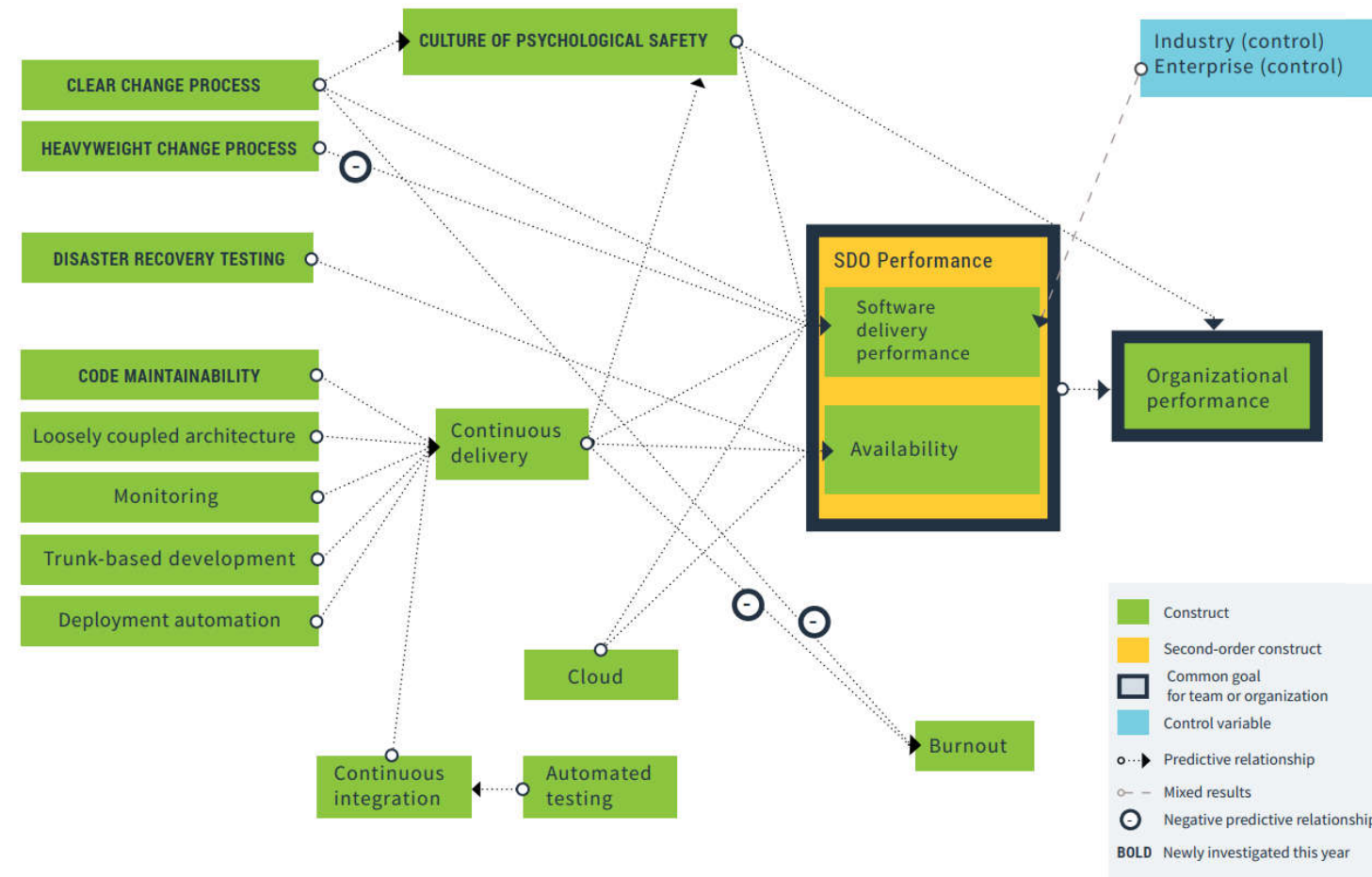
1. **Calendar based Season Ceremonies:**
Heartbeat of the portfolio governance
2. **Workstreams:**
May start and finish **within** or **across** seasons
3. **Releases:**
Not tied to the end of a season
4. **Product Maturity Governance:**
Driven by the needs of the product



1. **Calendar based Season Ceremonies:**
Heartbeat of the portfolio governance
2. **Workstreams:**
May start and finish **within** or **across** seasons
3. **Releases:**
Not tied to the end of a season
4. **Product Maturity Governance:**
Driven by the needs of the product
5. **Workshop (WS):**
Review learnings and plan for the next season
6. **Regular Syncs:**
Shift Left on Security & alignment with dependencies



SOFTWARE DELIVERY & OPERATIONAL PERFORMANCE



Accelerate: State of DevOps 2019 | How Do We Improve SDO & Organizational Performance?



Schlumberger

Left & lower right images from: The 2019 Accelerate State of DevOps Report, 2019, authored by the Google Cloud DORA Team.

Our Vision

To enable **our product teams** to develop capabilities to securely and continuously discover and deliver **value to our customers**



Challenges

- Seamless integration across the organization
- Operating live services whilst digitally transforming
- First version of SBG assumed single cloud provider
- Culture mindset changes - unlearning old ways of working
- Measuring success - outcomes over outputs
- How to engage customers through the product lifecycle – more often and earlier!
- Season ending at year end
- ...



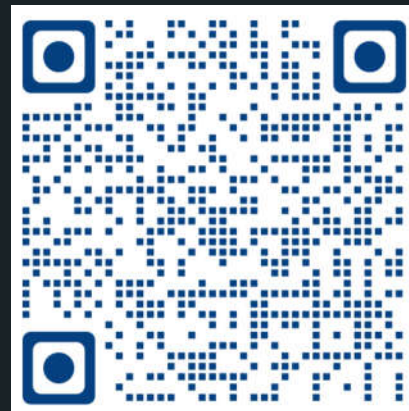
- We would love to hear what you think about our Governance strategy?
- Or what do you think is missing?
- We would love to hear how you do governance?
- Your principles and philosophies...

A black coffee cup with a white lid and a circular sticker that says "thank you". The cup is the central focus of the image, with the text overlaid on its side. The lid is white and slightly out of focus. The sticker is a light beige color with a textured, paper-like appearance.

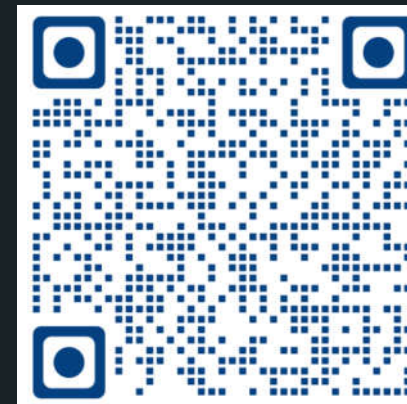
To our Technology Partners &
The Digital Technology Community
in Schlumberger

thank you

THANK-YOU



Sujaa Deepak



Nigel Lester

