

Lisbeth Holberg

Date of Birth: July 25th, 1971
Nationality: Danish
Position: Owner
Company: Lisbeth Holberg ApS (since 2009 – VAT no. DK32077196)
Other: Married (1997), 2 children (2001 – 2003)

Contact details

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Company: Lisbeth Holberg ApS (CVR-no. DK32077196)

Key products:

- Incident Investigation
 - International Lead Investigator, Facilitator, Peer Review
 - Training and workshops (implementation of procedures)
- Bowtie (risk assessment)
 - Training – Understanding the basics and how to apply it in daily operations and office work
 - Facilitator and Peer Review
- Accredited Tripod Beta trainer (open trainings, in-house trainings)
- Training and coaching of Managers (individuals & teams, top management to operators)
- Part of extensive network of professionals with the same or adjacent competencies; we supplement each other in competency and capacity depending on client needs

Key competences

- Industries: Offshore operations – Oil & Gas – Wind Farms – Power Plants
- Lead Investigator – Offshore and Onshore
- Accredited Tripod BETA practitioner and –trainer
- Bowtie facilitator and -trainer
- Trainer and Coach to managers – How to be a Leader of Safety in practice: What does it mean? How do I do it?
- Design and implementation of corporate and operational safety systems, -standards and -initiatives
- Lead Auditor (internal audits and contractor audits)
- Conference Speaker

Strengths

- Good communicator skills
- Clear feedback to Top Management
- Visible HSE management
- Create energy and belief
- Turning objectives and goals into practice
- Raising Managers' commitment and awareness
- Persistence, endurance and the ability to work with details and keep the big picture in mind
- Facilitator and Coach
- Lead investigator for all types of unwanted events
- Wide network of professionals – to supplement competence and capacity

References

A2SEA (2011→)

- Incident Investigation (Lead Investigator)
- Design and implementation of Safety Culture Training
- Training: Hearts & Minds' workshops (Understanding your culture, Improved Supervision)
- Training: Bowtie analysis
- Facilitation: Bowtie analysis
- Training: Incident Management

AdviSafe Risk Management (2011→)

- Lead Investigator (Flying Squad): Fatal accident in Vietnam / 2012; Unwanted event in Mexican Gulf / 2012; Lost Time Incident in DK / 2011
- Trainer (Tripod Beta Practitioner, SIM/Simple Investigation Analysis Methodology)

DONG E&P (2009→):

- Incident Management (Lead Investigator, coaching)
- Lead Auditor
- Training: Incident Investigation and –Management (Tripod Beta Practitioner, SIM/Simple Investigation Analysis Methodology)
- Facilitator: Workshops for knowledge sharing about incident management

DONG Energy Thermal Power (2011→):

- Incident Investigation (Lead Auditor)
- Training: Incident Management (Tripod Beta, SIM/Simple Investigation Analysis Methodology)
- Safety Culture in line organisations (Management Safety Meetings, Understanding accidents, Leadership Workshops)

DONG Energy Wind Power (2009→)

- Incident Management and –Investigation (Lead Investigator, Coaching, Peer Review)
- Training: Incident Management (Tripod Beta)
- Safety Culture in line- and project organisations
- Facilitator: Interface seminars with subcontractors
- Facilitator: Department seminars for high-voltage engineers

Energy Institute (2016 →)

- Trainer for the 3 day course “Delivering Safety Culture Change Using the Hearts & Minds Toolkit”

GEO (2014)

- Facilitator: Hearts & Minds workshop ‘Understanding your culture’

Maersk Oil (2013 →)

- Incident Management (Lead Investigator, Coaching, Peer Review)
- Safety Coaching (drilling rig in NO)

Siemens Wind Power – London Array project (Esbjerg) (2013)

- Facilitator: Hearts & Minds workshop ‘Understanding your culture’

Professional career:

May 2000 – March 2009: DONG Energy, Denmark (staff)

March 2006 → March 2009: QHSE Manager, DONG E&P Well Construction

Heading a team of 6-8 QHSE Engineers in Denmark and Norway. Member of Well Construction Management group. Member of DONG E&P QHSE Board. Part of DONG E&P Lead Investigator duty schedule.

Key achievements: QHSE Manager included in the Management Team; Resource planning; Project QHSE Plans; Structured audit process; Drilling Engineers as co-auditors; QHSE 'Well on Paper' as part of normal drilling planning; Major improvements in attention to and understanding of QHSE in the Well Construction process; QHSE Engineers integrated in project teams; 'WECO Management Away-days'. 'Spot Check' campaign in cooperation with rig contractors.

September 2005 – March 2006: QHSE Engineer, DONG E&P Well Construction

Responsible for conducting all QHSE activities in wells drilled with ENSCO 72.

Key tasks: Prepare contractual QHSE requirements for the project; Prepare Safety Management Interface document with the rig contractor; Prepare Emergency Response Plan; Facilitate QHSE 'Well on Paper'; Prepare project QHSE Plan; Conduct project audits and investigations; Track and Report project QHSE performance.

Key achievements: QHSE 'Well on Paper'; Simplified Emergency Response Plan.

May 2004 – September 2005: Environmental Engineer, DONG E&P Well Construction

Supporting Well Construction projects in all Environmental and chemical matters.

Key tasks: Prepare applications and reports to Authorities; Maintain and improve databases; Drive Environmental and chemicals improvements through suppliers and projects.

Key achievements: Improved relation to Danish Authorities; Simplified application and reporting structure with Danish Authorities; Environmental Engineer's visibility in projects.

May 2000 – May 2004: Environmental Coordinator, DONG A/S, Group QHSE

Responsible for internal and external reporting of DONG A/S' QHSE performance

Key tasks: Prepare DONG A/S annual Environmental and Safety Report; Prepare QHSE input to DONG A/S' Board meetings; Maintenance, improvement and quality assurance of data systems for DONG A/S QHSE reporting.

Key achievements: Implementation of drilling operations in DONG A/S' QHSE reports and data systems.

March 1998 – May 2000: PricewaterhouseCoopers, Denmark (staff)

Environmental consultant. Assisting accountants in verification of environmental and other alternative reports for a.o. Unilever, Shell Denmark, Post Danmark, Dumex-Alpha and Henkel-Ecolab. Development of Environmental report for Henkel-Ecolab. Conducted Physical Work Place assessment for PricewaterhouseCoopers' offices in Denmark (1000 employees). Headed the implementation of a safety organisation in PricewaterhouseCoopers' Danish offices.

August 1997 – March 1998: Teacher and consultant, AMU Center København (temporary contract)

Developed course program and training material, and taught basic chemistry to Technical Operators from Novo Nordisk and Carlsberg. Promoting Quality- and Environmental courses to companies.

June 1997: Coopers & Lybrand (temporary contract)

Prepared first Environmental Report for Dumex-Alpha.

October 1990 – March 1991: Chemex International Ltd, Cambridge, UK (staff)

Laboratory Technician. Prepared water and soil samples for environmental analysis.

October 1990 – March 1991: Garden House Hotel, Cambridge, UK (staff, part time)

'Evening Maid' (housekeeping).

August 1990 – October 1990: Garden House Hotel, Cambridge, UK (staff)

'Room Maid' and 'Evening Maid' (housekeeping).

June 1990 – July 1990: Kosávirkið, Klaksvík, Faroe Islands (fish factory) (day-to-day hire)

'Fish lady'.

Accreditations

May 2013

Accredited Tripod Trainer (Incident Management and -Analysis)

Jan 2010

Accredited Tripod Practitioner

Investigations:

1. Power plant: Operator fell 4 m through grating inside fiberglass tank for flue gas treatment (Lost Time Accident) (Lead Investigator)
2. Oil & Gas / Drilling rig: Man almost fell through grating directly to sea (Peer Review)
3. Vessel: Hot work over fuel tank (Lead Investigator)
4. Vessel: Anchor wire snapped causing collision with turbine (Lead Investigator)
5. Barge: Dropped load during basic lift (Lead Investigator)
6. Oil & Gas / Production platform: Dropped object during erection of scaffold below deck (Lead Investigator)
7. Process industry: Dislocated elbow during manual lift (Lead Investigator)
8. Vessel: Failure of wind turbine access system (Lead Investigator)
9. Wind farm: Operator struck by anchor cable when mounting a buoy to the cable (Lost Time Accident) (Lead Investigator)
10. Construction Site: Operator struck by quick-hitch bucket during excavation work (Lost Time Accident) (Lead Investigator)
11. Vessel: Collision with offshore wind turbine (Co-investigator)
12. Vessel: Equipment failure during heavy lift (Lead Investigator)
13. Container handling facility: Fatality during change of wheel assembly (Lead Investigator)
14. Oil & Gas / ROV vessel (Remote Operated Vehicle): Unwanted incident during subsea operation (Lead Investigator)
15. Wind farm: Operator gets electrical shock during routine maintenance work (coach for Lead Investigator)
16. Wind farm pontoon station: Operator gets electrical shock (facilitator of tripod analysis)
17. Oil & Gas / Production platform: Compressor cannot process gas from new field – Project Management focus (Lead Investigator)
18. Barge: Fatality during lifting operation (Lead Investigator) (Fact finding only)
19. Oil & Gas / Logistics base: Truck incident (Lost Time Accident) (Lead Investigator)
20. Oil & Gas / Drilling rig: Fatality during pressure testing (Lead Investigator)
21. Oil & Gas / Drilling rig: Dropped object from crane (Lead Investigator)
22. Oil & Gas / Production platform: Hand Injury (Lost Time Accident) (Lead Investigator)
23. Oil & Gas / Production platform: Oil spill (Lead Investigator)
24. Oil & Gas / Production platform: Dynamic Positioning vessel's collision with platform anchor loading system (Lead Investigator)
25. Oil & Gas / Drilling rig: Reoccurrence of pack-off of hole (Lead Investigator)
26. Oil & Gas / Drilling rig: Collision of DDM and Bridge Crane (Loss of productive time) (Assistant to Lead Investigator)

27. Oil & Gas / Drilling rig: PDPH drops core barrel (Dropped Object) (Assistant to Lead Investigator)
28. Oil & Gas / Production platform – coiled tubing drilling: Coil sprung loose from drum (Potential Fatality) (Lead Investigator)
29. Oil & Gas / Drilling rig: Mechanic fell of ladder in TV room (Lost Time Accident) (Lead Investigator)
30. Oil & Gas / Drilling rig: Foot stuck between two bundles of casing (Lost Time Accident) (Co-investigator)

Training and Workshops (with Lisbeth Holberg as Lead):

Sep 2015	Controlling risks (Bowtie basics, 2 days, Fredericia)
Sep 2015	On the road to Tripod Practitioner (1+1 days)
Sep 2015	Barrier Based Risk Management Workshop (1 day, with CGE Risk Management)
June 2015	Learning from incidents (Tripod Practitioner, 5 days, Esbjerg)
May 2015	Facilitation of Department Seminar for High Voltage Engineers (2 days)
April 2015	Controlling risks (Bowtie basics, 2 days, Fredericia)
Mar 2015	Controlling risks (Bowtie basics, 2 days, Fredericia)
Nov 2014	Controlling risks (Bowtie basics, 2 days, Fredericia)
Oct 2014	Controlling risks (Bowtie basics, 2 days, Fredericia)
June 2014	Learning from incidents (Tripod Practitioner, 5 days, Copenhagen)
Jan 2014	Understanding Your Culture (Hearts & Minds, 1 day)
Dec 2013	Understanding Your Culture (Hearts & Minds, 4 x 2 hours)
Nov 2013	Learning from incidents (Tripod Practitioner, 5 days, Fredericia)
Jan 2012	Supervision & Intervention (1 day)
Dec 2011	Supervision & Intervention (1 day)
Nov 2011	Supervision & Intervention (1 day)
Other	Improving Supervision (Hearts & Minds)
	Simple Investigation Methodology (SIM)
	Safety Awareness training
	Intervention training
	Company-specific trainings and workshops

Audits:

1. Internal Audit of an E&P Facility Project: Document Management (Lead Auditor)
2. Operator Internal Audit on a drilling rig during an underbalanced drilling project: Job Safe Analysis Procedure during UBD (Lead Auditor)
3. Operator Key Supplier Audit of a Service Company to drilling operations: QHSE Management System (Lead Auditor)
4. Operator Internal Audit on a production platform: Verification of implementation of Personnel Competence, QHSE and Emergency Response Manuals (Lead Auditor)
5. Internal Corporate Audit: Knowledge of and compliance to Authority requirements (Lead Auditor)
6. Operator Internal Audit on a drilling rig: Chemicals Management (Lead Auditor)
7. Operator Key Supplier Audit of a drilling contractor: Environmental and Chemicals Management (Lead Auditor)
8. Internal Corporate Audit at Gas-storage Plants: Implementation of QHSE Manual (Co-auditor)

Conferences:

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| Oct 2015 | “Human factors application in major hazard industries” (Energy Institute & Stichting Tripod Foundation, Aberdeen, 2 days) |
| April 2015 | Annual Safety Conference (Oil Gas Denmark, Esbjerg, 1 day) |
| April 2014 | Annual Safety Conference (Oil Gas Denmark, Esbjerg, 1 day) |
| April 2013 | Annual Safety Conference (Oil Gas Denmark, Esbjerg, 1 day) |

Sept 2012	Barrier Based Network Event (CGE Risk Man., Amsterdam, 2 days)
Sep 2011	Tripod User Day (AdviSafe Risk Management, Amsterdam, 1 day)
Nov 2010	Human and Organisational Factors in Oil, Gas and Chemical Industries (Energy Institute, Manchester, 2 days)
Jan 2010	Task Force Zero: Putting HSE into practice (Esbjerg, 1 day)
Apr 2008	SPE HSE Conference (Nice, 3 days)
Oct 2007	IADC HSE Conference (Copenhagen, 2 days)
Oct 2006	IADC HSE Conference (Amsterdam, 2 days)
Oct 2005	IADC Environmental Conference (Stavanger, 2 days)
May 2005	IADC HSE Conference (Esbjerg, 2 days)

Speaker:

Oct 2015	“Proactive Incident Investigation” at the conference “Human factors application in major hazard industries” (Energy Institute & Stichting Tripod Foundation, Aberdeen)
May 2013	“Safety & Maintenance” at the conference “Maintech 2013” (Danish Maintenance Association Annual Meeting, Fredericia)
Oct 2007	“IADC HSE Conference” (Copenhagen)
May 2005	“IADC HSE Conference” (Esbjerg)

Courses:

Nov 2016	Using the Hearts & Minds Toolkit (Energy Institute, 3 days)
Nov 2016	One step at a time – Walk for stronger leadership (Lars Kjeldsen, 10 days)
Apr 2016	OPITO Further Offshore Emergency Training (Maersk Training, 3 days)
June 2015	Transformational Speaker training (Steinar Ditlefsen, 1 day)
Feb 2014	TOP-SET Incident Investigation (Kelvin TopSet, 3 days)
Mar 2013	Bowtie Train-the-trainer (CGE Risk Management, 4 days)
Sep 2011	Meta-programs (NLP) (come4learning, 1 day)
Jun 2011	Basic Safety and Emergency Training, refresher (Falck Nutec, 3 days)
Mar 2011	Tripod Beta Practitioner (AdviSafe Risk Management, 4 days)
Nov 2010	Hearts and Minds Workshop (Energy Institute, ½ day)
Nov 2010	Licensed NLP Coach (come4learning, 5 days)
Jun 2010	Height Rescue (AMU Vest, 2 days)
Apr 2010	Licensed NLP Practitioner (come4learning, 8 days)
Jan 2010	Harness safety (AMU Vest, 1 day)
Oct 2007	Basic Safety and Emergency Training, incl. HUET (Falck Nutec, 5 days)
Sept 2007	HAZOP study for Team Member (IChemE, 5 days)
Nov 2006	Offshore Safety Representatives course (Fjord & Fjord, 3 days)
Nov 2006	Accident Cause and Understanding (DONG E&P, Internal, 2 days)
Sep 2006	Emergency Response Training (DONG E&P, Internal, 2 days)
Mar 2006	Accident Investigation (Tripod Beta, 5 days)
Nov 2005	Basic Norwegian Legislation – Well and Drilling (Stavanger, 1 day)
Sep 2005	Basic Norwegian Legislation (Stavanger, 2 days)
Sep 2005	Rig Inspection (Moduspec, 4 days)
Sep 2005	Lead Auditor OHSAS 18001 (Force, 5 days)
July 2005	Basic Drilling Technology and Equipment (Aberd. Drill. School, 4 days)
Feb 2005	Visit to Hydro, Bergen, knowledge sharing on Chemicals Mgmt. (2 days)
Dec 2005	Habit Management (Habitmanager.dk, 2 days)
Nov 2004	Assertion (Center for Management, 3 days)
Oct 2004	Value Adding Audits (Force, 1 day)
Oct 2004	Personal relations and co-operation – The Enneagram (DIEU, 3 days)
June 2004	Basic Survival Training (Esbjerg Survival Training Centre, 5 days)
Oct 1999	Lead Auditor ISO 14001 (Force, 5 days)

Partners

CGE Risk Management Solutions (www.cgerisk.com) (BowTieXP)

AdviSafe Risk Management (www.advisafe.com) (Incident Investigation / Flying Squad)

Languages:

Danish Fluent Spoken and written

English Fluent Spoken and written

Educational Background:

Sep 1991 - Apr 1997 M.Sc., Environmental Chemistry, University of Copenhagen

Aug 1987 - Jun 1990 Danish Upper Secondary School, Viborg Katedralskole, Denmark

Aug 1977 - Jun 1987 Primary School, Nørskovlund Skole & Ans Skole, Denmark