

# Lisbeth Holberg

Date of Birth: July 25<sup>th</sup>, 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)
- Risk assessment, using Bowtie methodology
  - 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 risk assessment facilitator and -trainer
- Trainer and Coach to managers – How to be a Leader of safety: What does it mean? How do I do it?
- Design and implementation of corporate and operational safety changes
- Lead Auditor (internal audits and contractor audits)
- Motivational 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**

Metroselskabet & Hovedstadens Letbane (2018→)

- Incident Management (coach, trainer)
- Incident Investigation (trainer, coach, peer review)

Vattenfall Vindkraft (201→)

- Safety Culture Initiative (Vesterhav Krigers Flak → Krigers Flak)
- HSE Expert
- Incident Investigation (trainer, peer review)

Dan-Foam (2017→)

- Coach, facilitator and trainer
- Training: Leadership & Safety – Executive Management and Production Management teams

Blue Water Shipping (2017→)

- Incident management (coach, trainer)
- Incident investigation (trainer, coach, peer review)

A2SEA (2011→2015)

- 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→2018)

- 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)

Pro Risk Management (2017)

- Cold Eye Review: Drilling rig in Norway
- Incident investigations review: Norwegian rig contractor

Hess Denmark (2016→2017)

- Facilitator: Bowtie risk assessment workshops
- Incident Investigation

DONG E&P (2009→2018)

- 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, “Delivering Safety Culture Change Using the Hearts & Minds Toolkit” (3 days)

Maersk Oil (2013)

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

GEO (2014)

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

Siemens Wind Power (2013)

- Facilitator: Hearts & Minds workshops ‘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: Kosávirkíd, 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. Construction site:
2. Construction site: Amputated finger during concrete work (Lead Investigator).
3. Construction site: Drill-through an existing concrete construction (Analyst and Coach)
4. Power plant: Person hit by spray during ultra-high-pressure jetting (Lead Investigator).
5. Wind farm: Unplanned start of WTG during diving operations (Lead Investigator).
6. Wind farm: Electric chock when changing a slip ring (Lead Investigator)
7. Power plant: Operator fell 4 m through grating inside fiberglass tank for flue gas treatment (Lost Time Accident) (Lead Investigator)
8. Oil & Gas / Drilling rig: Man almost fell through grating directly to sea (Peer Review)
9. Vessel: Hot work over fuel tank (Lead Investigator)
10. Vessel: Anchor wire snapped causing collision with turbine (Lead Investigator)
11. Barge: Dropped load during basic lift (Lead Investigator)

12. Oil & Gas / Production platform: Dropped object during erection of scaffold below deck (Lead Investigator)
13. Process industry: Dislocated elbow during manual lift (Lead Investigator)
14. Vessel: Failure of wind turbine access system (Lead Investigator)
15. Wind farm: Operator struck by anchor cable when mounting a buoy to the cable (Lost Time Accident) (Lead Investigator)
16. Construction Site: Operator struck by quick-hitch bucket during excavation work (Lost Time Accident) (Lead Investigator)
17. Vessel: Collision with offshore wind turbine (Co-investigator)
18. Vessel: Equipment failure during heavy lift (Lead Investigator)
19. Container handling facility: Fatality during change of wheel assembly (Lead Investigator)
20. Oil & Gas / ROV vessel (Remote Operated Vehicle): Unwanted incident during subsea operation (Lead Investigator)
21. Wind farm: Operator gets electrical shock during routine maintenance work (coach for Lead Investigator)
22. Wind farm pontoon station: Operator gets electrical shock (facilitator of tripod analysis)
23. Oil & Gas / Production platform: Compressor cannot process gas from new field – Project Management focus (Lead Investigator)
24. Barge: Fatality during lifting operation (Lead Investigator) (Fact finding only)
25. Oil & Gas / Logistics base: Truck incident (Lost Time Accident) (Lead Investigator)
26. Oil & Gas / Drilling rig: Fatality during pressure testing (Lead Investigator)
27. Oil & Gas / Drilling rig: Dropped object from crane (Lead Investigator)
28. Oil & Gas / Production platform: Hand Injury (Lost Time Accident) (Lead Investigator)
29. Oil & Gas / Production platform: Oil spill (Lead Investigator)
30. Oil & Gas / Production platform: Dynamic Positioning vessel's collision with platform anchor loading system (Lead Investigator)
31. Oil & Gas / Drilling rig: Reoccurrence of pack-off of hole (Lead Investigator)
32. Oil & Gas / Drilling rig: Collision of DDM and Bridge Crane (Loss of productive time) (Assistant to Lead Investigator)
33. Oil & Gas / Drilling rig: PDPH drops core barrel (Dropped Object) (Assistant to Lead Investigator)
34. Oil & Gas / Production platform – coiled tubing drilling: Coil sprung loose from drum (Potential Fatality) (Lead Investigator)
35. Oil & Gas / Drilling rig: Mechanic fell of ladder in TV room (Lost Time Accident) (Lead Investigator)
36. Oil & Gas / Drilling rig: Foot stuck between two bundles of casing (Lost Time Accident) (Co-investigator)

#### **Training and Workshops (with Lisbeth Holberg as Lead):**

May 2019	Incident Management & Cause Analysis (DK, Construction, Tripod B. Prac., 5 days)
Apr 2019	Kursus i hændelsesanalyse (Fishbone Analysis), (DK, Energy transmission, 2 days)
Dec 2018	Learning from incidents (DK, Shipping, Tripod Practitioner, 5 days)
Oct 2018	Leadership & Safety (DK, Manufacturing, Management teams)
Mar 2018	Hearts & Minds: Understanding Your Culture (US, Site Management team, 1 day)
Feb 2018	Leadership & Safety (DK, Manufacturing, Management teams)
Jan 2018	Hearts & Minds: Understanding Your Culture (Taiwan, Site Man. team, 1 day)
Sep 2017	Hearts & Minds: Understanding Your Culture (DK. Project development, 1 day)
Sep 2017	Hearts & Minds: Understanding Your Culture (UK. Project development, 1 day)
June 2017	Learning from incidents (DK, Shipping, Tripod Practitioner, 5 days)
May 2017	Hearts & Minds: Understanding Your Culture (Global, Project development, 1 day)
Mar 2017	Leadership & Safety (DK, Manufacturing, Management teams)
Feb 2017	Leadership & Safety (DK, Manufacturing, Management teams)
May 2016	Hearts & Minds: Understanding Your Culture (DE, Site Management team, 1 day)

May 2016	Hearts & Minds: Understanding Your Culture (UK, Site Management team, 1 day)
Apr 2016	Hearts & Minds: Understanding Your Culture (DE, Site Man. team, 1 day)
Apr 2016	Hearts & Minds: Understanding Your Culture (UK, Site Management team, 1 day)
Mar 2016	Hearts & Minds: Understanding Your Culture (DK, Site Management team, 1 day)
Jan 2016	Hearts & Minds: Understanding Your Culture (Europe, Operation. Man. team, 1 day)
Nov 2015	Hearts & Minds: Understanding Your Culture (DK, Site Management team, 1 day)
Oct 2015	“Duty Investigator Away Day” (refresher & peer review workshop, 1 day)
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)
Apr 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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| Apr 2019 | Annual Safety Conference (Oil Gas Denmark, Esbjerg, 1 day)  |
| Jan 2019 | Tripod Beta User Day (Stichting Tripod Foundation, den Hague, 2 days)   |
| Nov 2018 | Hearts & Minds User Day (Energy Institute, London, 1 day)   |
| Jan 2018 | Tripod Beta User Day (Stichting Tripod Foundation, den Hague, 1 day)  |
| Oct 2016 | Hearts & Minds User Day (Energy Institute, London, 1 day)   |
| Oct 2015 | “Human factors application in major hazard industries” (Energy Institute & Stichting Tripod Foundation, Aberdeen, 2 days) |
| Apr 2015 | Annual Safety Conference (Oil Gas Denmark, Esbjerg, 1 day)  |

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 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:**

Aug 2019 Incident Investigation (TOTAL, Marine Safety Culture Event, Esbjerg)  
 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:**

Apr 2016 OPITO Further Offshore Emergency Training (Maersk Training, 3 days)  
 Nov 2015 Using the Hearts & Minds Toolkit (Energy Institute, 3 days)  
 Nov 2015 One step at a time – Walk for stronger leadership (Lars Kjeldsen, 10 days)  
 June 2015 Transformational Speaker training (Steinar Ditlefsen, 1 day)  
 Oct 2014 Appreciative Leadership training (Lars Kjeldsen/Lars Thomsen, 3x3 days)  
 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 Licenced NLP Coach (come4learning, 5 days)  
 Jun 2010 Height Rescue (AMU Vest, 2 days)  
 Apr 2010 Licenced 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)

**Languages:**

Danish	Fluent	Spoken and written
English	Fluent	Spoken and written
German	Light	Spoken

**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