

Uncovering Purpose and Authentic Behaviors for Diamond Offshore

DETERMINING BEHAVIORS FOR ALL EMPLOYEES

One of the leading offshore drillers in the world, Diamond Offshore sought a new way to build its culture in a way that would differentiate it from its peers. Within that effort and while launching a new performance management system, Diamond's leadership team discovered the need to:

- Unite around a common set of behaviors and values,
- Deliver a consistent employee and customer experience,
- Establish a "north star" for decision making throughout the company, and
- Align communications and behaviors in a manner that reflects who they are and what they stand for.

STARTING FROM PURPOSE

In order to establish a set of values and corresponding behaviors, Savage recommended a process to first uncover the company's Purpose - it's reason for existence beyond shareholder value. The vision, mission, values and behaviors would thereby align with and emanate from a shared belief about the company.

DISCOVER PURPOSE AND ESTABLISH MISSION, VISION, VALUES & BEHAVIORS

Through a series of facilitated leadership workshops, the team uncovered Diamond Offshore's core purpose - **To responsibly unlock energy**. Savage also guided the team through a variety of interactive exercises to define its Mission (how the company will deliver on its Purpose), Vision (the long-term result of delivering on its Purpose), Values and Behaviors.

BRINGING THE STORY TO LIFE VISUALLY

Once Savage helped Diamond uncover its core beliefs, we created a visual expression that dovetailed into the existing corporate identity and connected the internal beliefs and aspirations to the company's external operations and experience with customers, contractors and vendors.

ENGAGE EMPLOYEES FOR LONG-TERM SUCCESS

To ensure all employees - in the offices and on the rigs - were introduced to this new philosophy in tandem, Savage and Diamond collaborated on a phased launch plan. The plan included CEO communications and arming managers and supervisors with the information they needed to explain and deliver what it meant to establish the Purpose, and how it and the behaviors related back to the company's overall business goals, objectives and aspirations.

VALUE FROM A PLACE OF PURPOSE

Today, Diamond employees have embraced the idea of Purpose serving as their "north star" when taking action and making decisions, and during a recent safety audit, those interviewed were able to provide the auditors with authentic and accurate interpretations of Diamond's new mission - a requirement for the auditing process.



We Are Responsibly UNLOCKING ENERGY

With respect for the lives we touch and the impact we make, **WE BELIEVE** we are responsibly unlocking energy.

Diamond Offshore delivers fresh perspectives to anticipating and solving complex deepwater challenges.

Take OWNERSHIP

- Run to the challenge
- Deliver on what you promise

Go BEYOND

- Solve tomorrow's problems today
- Make it better than you found it

Have COURAGE

- Challenge conventional thinking
- Speak up, even when it's tough

Exercise CARE

- Respect that every action has consequences
- Never cut corners

Win TOGETHER

- Learn from each other
- Share success
- Champion a "Culture of We"

"This is unifying our leadership around something we can all believe in and bring to life within our organization. Being able to communicate what we stand for in just one page is something we could not have done without expert guidance from Savage."

- Marc Edwards, President and CEO, Diamond Offshore

