

THE

DOCUMENT CONTROL

TRIBUNE

Issue no. 21 - January 2020



**ARE YOU AN
ASSET OR A
LIABILITY?**

**DO YOU KNOW WHAT YOU
DON'T KNOW?**

INSIDE THIS ISSUE:

- Do You Know What You Don't Know? **Page 4**
- Do You Know What You Don't Know?
[Continued from Page 4] **Page 5**
- Are you an Asset or a Liability?
[Multiple Choice Questionnaire] **Page 6**
- Comic Strip Series: "Hanging in There" with D. Ceecee, the Document Controller **Page 7**
- The Safety Culture of an Organisation **Page 8**
- Portrait of a Document Controller: Sarhang Bajalan, Document Control Supervisor at Gulf Keystone Petroleum, Kurdistan Region of Iraq **Page 10**
- What Makes a Respectable Professional? **Page 11**
- Plan the Next Step of your Career **Page 12**

EDITORIAL

With this first issue of 2020, the Consep-sys team wishes you all the best for the new year.

We are grateful for your continuous support and we cannot wait to meet yet more amazing professionals around the world.

As a growing number of activity sectors and industries gradually adopt Document Control in their activities, the mission and the responsibility of the profession enjoy a higher profile.

However, this means that Document Controllers must put more emphasis than ever on their competencies.

The credibility of the whole profession hinges on the place that Document Control professionals will carve out for themselves in a world with tougher and tougher challenges.

In this issue, we raise questions about the responsibility of each of us to be the best version of who we can be.

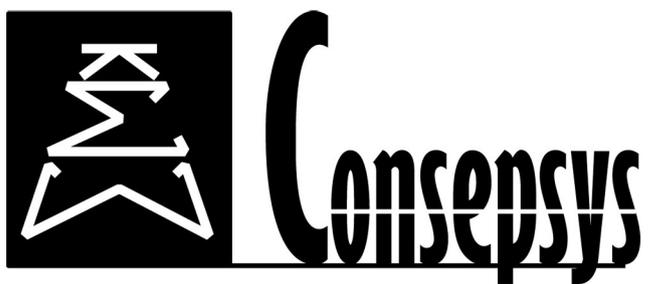
We also open the discussion on people's attitude in the workplace, and on how it impacts their organisations, but also themselves.

With our feature two-page article "Do you know what you don't know?" (page 4), we open the door to unspoken considerations, which make a significant difference between the best and the rest.

The Document Control year starts with strength and ambition.

Let's make each day count.





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DO YOU KNOW WHAT YOU DON'T KNOW?

With years of professional experience, it is normal for people to become quite comfortable with their ability to do their job, and quite confident in their own competencies. Starting in a profession is always initially daunting indeed, due to this overwhelming feeling that there is so much that we do not know, and that there is so much that we need to learn.

Achieving a certain level of confidence

Depending on each person's experience and depending on their exposure, a certain level of confidence can be achieved within anything ranging from a couple of years to a decade.

Exposure is an important factor and it can take various forms:

- Exposure to different ways of doing things – achieved from moving from one organisation to another
- Exposure to different types of problems and different ways to solve them
- Exposure to issues and activities outside of our own job – which would otherwise be the responsibility of other interfacing job functions
- Exposure to management issues, activities, forums and considerations
- Exposure to a wide spectrum of professional activities requiring creativity, reflection and strategy.

Developing curiosity

Another important factor in developing professional confidence is curiosity. Curiosity can be defined, in a way, as never being satisfied with what we already know and always trying to learn more. It can also be defined as constantly asking oneself questions beyond one's own scope, beyond one's own reality or beyond one's own comfort zone.

Whether it is after 1 year or after 10 years of experience on

the job, a certain proportion of people start believing that they know 'everything', which becomes their primary source of confidence.

Does confidence mean competence?

But is it because a person is confident that this person is competent? Is it because a person thinks that he/she knows everything that he/she really knows everything indeed?

Let's consider two different individuals, whom we shall call **Person A** and **Person B**, who started their career on the same day and in the same organisation, and who now have 10 years of experience:

A. **Person A** has learnt to perform many activities in his/her own job. He/she has stayed in the same organisation for 10 years.

Person A, however, has not been exposed to anything outside of his/her own role and Person A does not like to venture outside of his/her comfort zone. Person A never volunteers for activities over and above his/her normal responsibilities.

Person A is not curious at all and does not ask himself/herself any question beyond his/her day-to-day reality. Person A never does more than what he/she is asked to do. Person A is extremely confident in his/her abilities and his/her competencies, because he/she thinks he/she knows everything.

Person A never has any doubts about himself/herself.

B. **Person B** has learnt to perform an extensive type of activities in his/her own job. Not being satisfied with what he/she knows, he/she has also been curious about other activities around him/her, has read a lot and has expanded his/her knowledge.

In 10 years, Person B has worked in 3 different organisations and has been exposed to various ways of doing (...)

Article continues on page 5



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Article continued from page 4

(...) things and various challenges. Person A frequently volunteers for activities that are not part of his/her job description, to learn more and to get more exposure.

Person B asks himself/herself many questions that fall beyond his/her day-to-day reality. Person B also asks many questions to other people.

Person B participates in various multi-discipline meetings and occasionally supports management with some of their tasks.

Person B is moderately confident in his/her abilities and his/her competencies. Person B knows that he/she still has a lot to learn and he/she often has doubts about himself/herself.

Knowing what one does not know

We know who is more **confident** between Person A and Person B.

However who is more **competent** between Person A and Person B?

Let's consider an illustrated representation about the relative situations of Person A and Person B.

the hashed area represents what Person B knows. Therefore, in this more realistic perspective, Person A thinks that he/she still has a lot to learn.

But here is the interested fact: Person A does not know what he/she does not know.

Incorrect perception

In other words, Person A has an incorrect perception of the size of the entire knowledge set and mistakenly underestimates it by about 75%.

And although Person A thinks he/she knows almost everything there is to know in his/her own perspective, we can see that in reality the size of what Person A thinks is the entire set of things to know is even smaller than the size of the actual knowledge of Person B, which is not even 50% of everything there really is to know.

Yet, Person A is very confident in his/her ability to perform his/her job and in his/her competencies, whereas Person B is only moderately confident – although Person B knows a lot more than Person A.

The “arrogance of experience”

In his leadership self-help book [“Avoiding or Overcoming Organisational Inertia”](#), [Luis Heng](#) covers this phenomenon to a certain extent in the section entitled “The arrogance of experience”.

In the field of psychology, this scientifically demonstrated phenomenon wherein people who know the least tend to think that they know the most is called the ‘Dunning-Kruger’ effect.

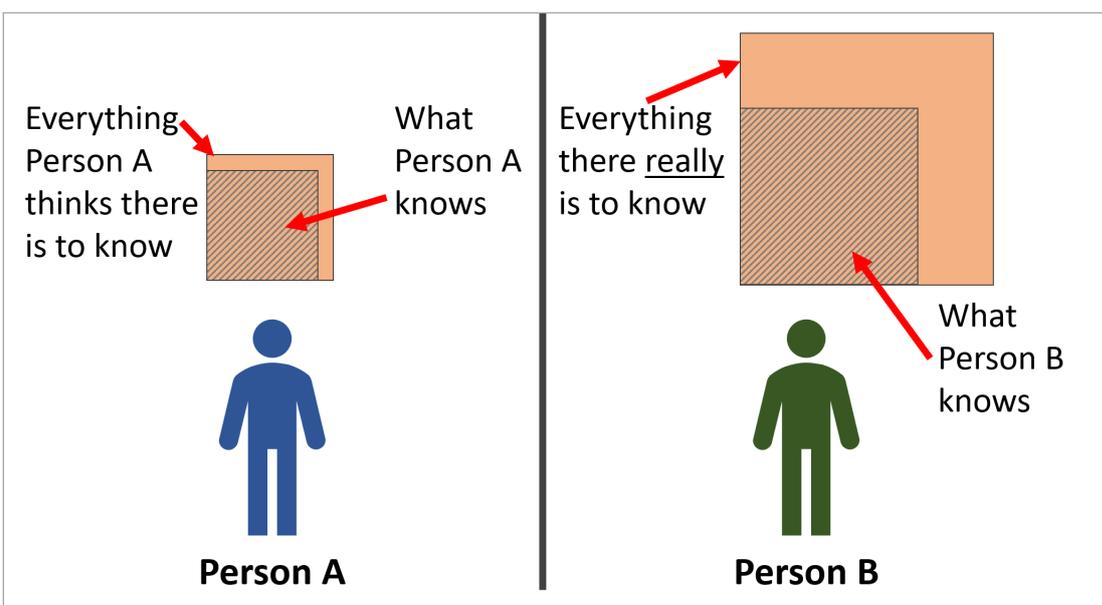
Each of us must ask ourselves the following questions:

Am I like person A or like Person B?

And if I am like Person A, what do I intend to do about it?

At the end of the day, it is for each of us to decide what kind of

professional we wish to be and how much respect and credibility we wish to receive from colleagues, peers and interfaces.



On the left-hand side of the above figure, representing Person A's perspective, we can see that the larger orange square represents what Person A thinks is the entire set of things to know about his/her job.

Within this perceived size of knowledge set, we can see that the hashed area represents what Person A knows. Therefore, given this perspective, Person A thinks that he/she knows almost everything there is to know.

On the right-hand side of the above figure, representing Person B's perspective, we can see that the larger orange square represents the real set of things to know in Person B's job.

Within this actual size of knowledge set, we can see that



Avoiding or Overcoming Organisational Inertia
by Luis Heng

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ARE YOU AN ASSET OR A LIABILITY?

Find out if you are an asset or a liability to your team or to your organisation by **selecting one answer per question** below.

Question 1/ You were recruited because the workload of your team was excessive. Within the first weeks of your arrival, your boss trains you and gives you small amounts of work to do in order to allow you to gently ease into your role. How do you handle this initially slow pace?

- a. You quickly botch through the tasks to have some extra time to spend on Facebook, until your boss gives you more work.
- b. You complete your tasks and you ask your boss to review your work, in order to check whether you have performed as expected.
- c. You complete your tasks and then wait quietly for your boss to eventually give you more work.
- d. You complete your tasks and you ask your boss to review your work, in order to check whether you have performed as expected. If your boss is satisfied with your work, you ask for more work.
- e. Because you have so much time to perform your tasks, you spend time on the internet, chatting on your phone or watching videos and you wait for the very last minute to quickly complete your tasks.

Question 2/ Your boss's workload is overwhelming. When you first arrived, he/she trained you on documented procedures, and he/she gave you responsibility for the storage of a bunch of equipment, which you organised yourself. You had the freedom to use the organisation system of your choice. One day, you need to use a piece of equipment that was part of your responsibility. What is your first reaction:

- f. You look for it extensively. When you find it, you realise that you must produce a schematic to explain where each piece of equipment is and you tell your boss that it should be done quickly.
- g. You ask your boss where the piece of equipment should be.
- h. You look for it extensively. When you find it, you realise that you must produce a schematic to explain where each piece of equipment is. Then, you produce the schematic for future reference.

- i. You quickly look for it, then you ask your boss where it should be.
- j. You order a new piece of equipment, then tell your boss about it.

Question 3/ Your boss explained the mandatory strategy to follow for the piece of work for which you are responsible. It is very different from what you know or from what you are used to. You do not know how to proceed and there are parts of the tasks in which you are not good at all. What do you do?

- k. You follow the strategy and you seek occasional guidance from your boss.
- l. You follow the strategy and you seek occasional guidance from your boss. You identify your areas of weakness and you devise a plan to improve in those areas.
- m. You do not know how to proceed, therefore you proceed following the method with which you are comfortable, which does not comply with your boss's strategy, hoping that it works.
- n. You do not know how to proceed, therefore you remain stuck and unproductive and you develop considerable efforts to hide from your boss that you are not making any progress at all.
- o. You do not know how to proceed, therefore you do the parts at which you are mediocre, without asking for help, and completely neglect the parts at which you are bad.

Calculate your score as per the below table:

Option	Points scored	Option	Points scored	Option	Points scored
a	2	f	4	k	4
b	4	g	1	l	5
c	3	h	5	m	2
d	5	i	3	n	1
e	1	j	2	o	3

• If you have between 12 and 15 points, you are an asset to your team and to your organisation.

• If you have between 8 and 11 points, you are not of great value to your team but, with a change of attitude, you may become an asset.

• If you have between 3 and 7 points, you are a liability to your team and you illegitimately occupy the position that someone else should have. Your job security is under constant threat.





LAST CALL

for contributions

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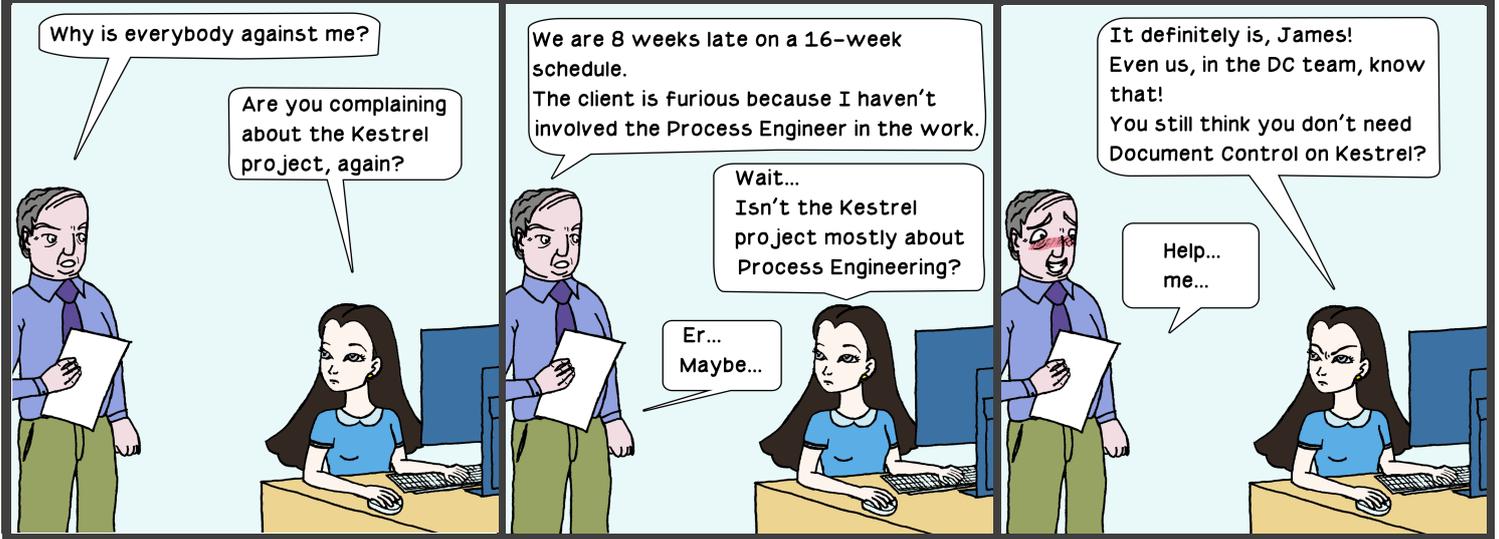


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“Hanging in there” with **D. Ceecee** - the Document Controller by Tuffmee

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THE SAFETY CULTURE OF AN ORGANISATION

One of the Directors of Consepsys, [Luis Heng](#), is also a Management Consultant, specialising in Leadership and Organisational Efficiency. He helps organisations adapt their culture in order to meet their objectives – as he extensively explains in his leadership self-help book “[Avoiding or Overcoming Organisational Inertia](#)”.

One of the topics that particularly interest Luis is the safety culture of organisations, and what it reveals about the organisations.

Here is a testimony of an incident that Luis experienced first-hand:

“In 2018, during a stay in a hotel in Paris, I thought for a few seconds that I was about to die.

I had boarded a lift (elevator) to go up to my room. There were two other people inside.

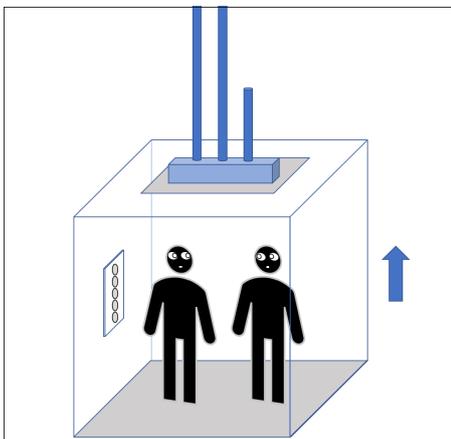
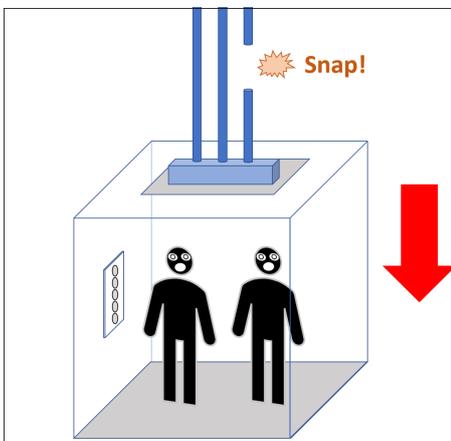
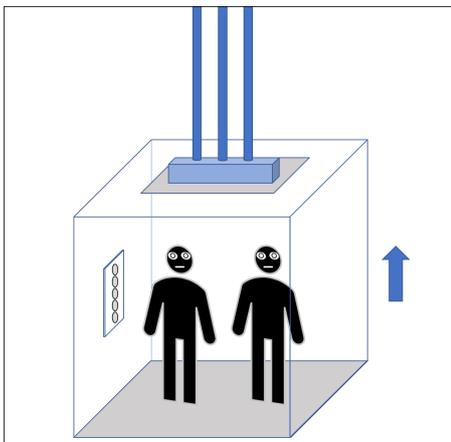
After we had started ascending, we were between floors 5 and 6 when the lift suddenly dropped for about half a second (which is equivalent to a fall of about 1.2 metres – the height of a 7 year old boy).

Then, its fall stopped abruptly, we were all thrown about like rag dolls, and a few seconds later, it started ascending again, to our relief. I arrived safely at my floor.

However, those few seconds had been terrifying. In this brief moment, I thought that I was about to die.

A few minutes later, I promptly returned to reception to report the incident, so that:

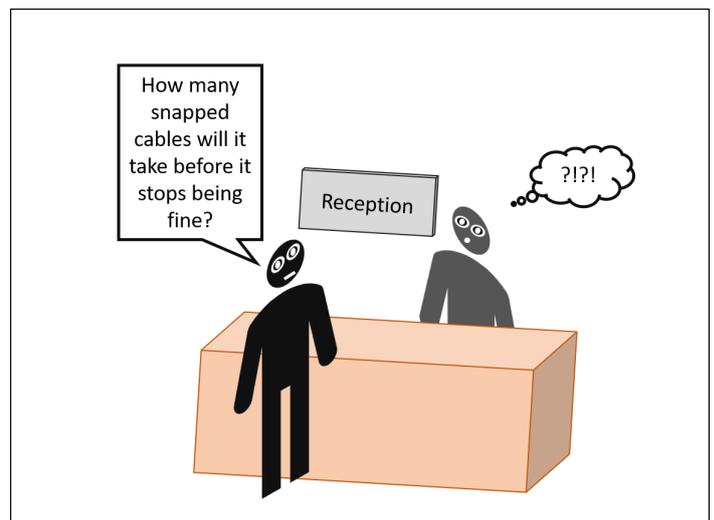
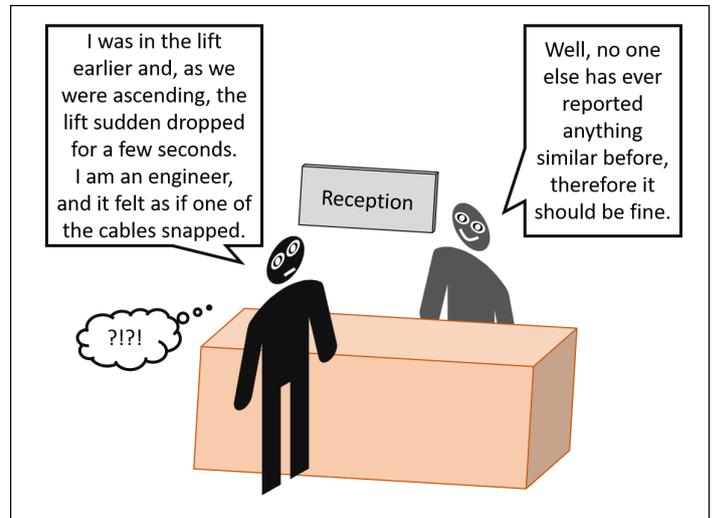
- Any technical problem could be fixed;



and

- No one would get injured or killed in the future.

I described the incident and I explained that it felt as if one of the cables had snapped.



To my surprise, the hotel employee replied that no such incident had been reported before and that there was nothing to worry about. And of course, it became quickly obvious that the employee had no thought nor any intention to take any further action. I was shocked.

It raised many questions about the safety culture of this chain of hotels. It also brought back memories of organisations that I had investigated, wherein people had similar attitudes to safety, which had led to serious accidents.”

You, reader: what do you think of the safety culture of this hotel? How would you have reacted in this situation, if you were the hotel employee? Have you ever witnessed a safety hazard and have you reported it to prevent future accidents?

We would love to hear from you.

Tell us all about it at dctribune@consepsys.com.



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PORTRAIT OF A DOCUMENT CONTROLLER



SARHANG BAJALAN

Document Control Supervisor
at Gulf Keystone Petroleum, Kurdistan Region
of Iraq

Sarhang attended the Certified Document Controller Course in Amsterdam 2015, the Certified Lead Document Control Course in London 2016, and the Advanced Document Control Course in Houston 2017.

Can you tell us a bit about you?

My name is Sarhang Bajalan. I was born in 1988 in the city of Erbil, Kurdistan Region of Iraq. I moved with my family during early childhood to Norway and completed my studies over there. When it comes to maintaining a work-life balance, I enjoy travelling in order to see new sights and experience different cultures. I've also built a strong interest for a range of activities such as: graphic design, web development, and enjoying a wide variety of music genres.

What is your current role?

I am a Document Control Supervisor in Gulf Keystone Petroleum, an independent oil and gas exploration and production company. My responsibility is to manage the overall administration, implementation, control and coordination of activities related to document and information management of design (FEED), construction, engineering, drilling, operations, maintenance, production and contractor technical documents.

I have also implemented an Engineering Document Management System (ProArc) in the company, and a technical document repository. I have fur-

ther developed and implemented various sets of key procedures, guidelines, workflows and numbering systems governing document control. My responsibility also includes the management of reporting, internal trainings and the supervision of personnel.

Can you describe your professional experience?

I've more than 10 years of experience related to data management in various disciplines. In the beginning of my career, I worked in an investment and construction company. Then I moved

Control Course in London in 2016, and the Advanced Document Control Course in Houston in 2017.

What did you think about the course? How did it help you in your current role and career development?

The training courses I attended through ConsepSys have improved my understanding of document control requirements and processes. It has also improved my productivity and adherence to quality standards. I have learned how to better monitor, and quality check our contractor documen-

"No matter how experienced you are, there is always something interesting and useful for your career in the training programs provided by ConsepSys"

to the energy sector, and later the aviation industry where I was responsible for aircraft maintenance records.

I started working for Gulf Keystone Petroleum in 2015 as a document controller and have been working on various projects related to the Shaikan field development; one of the largest oil discoveries in Kurdistan Region.

Which ConsepSys course did you attend and when?

I attended the Certified Document Controller Course in Amsterdam in 2015, the Certified Lead Document

tation, to create repositories for my users that can systematically locate documents related to our facilities.

Through constantly attending courses, it made me capable and ready to take on new employees in document control and to provide them with required training.

No matter how experienced you are, there is always something interesting and useful for your career in the training programs provided by ConsepSys.

If you attended one of our courses and would like to apply to be featured in one of our upcoming issues, drop us an email at: dctribune@consepSys.com

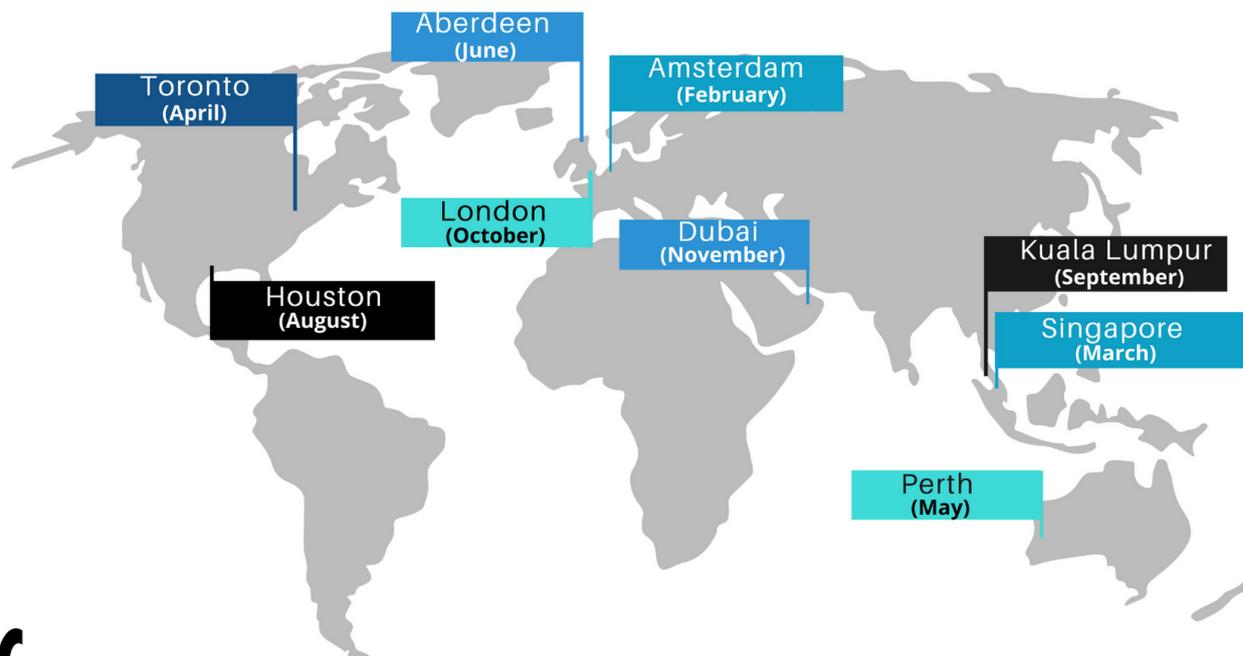
WHAT MAKES A RESPECTABLE PROFESSIONAL?

It would be difficult to define precisely and absolutely what differentiates a professional whom most people admire and respect. Many parameters must be taken into account, including the type of work, the environment, the challenges, the culture and the composition of the group.

Consepsys put together a focus group who was given a fun mission: identify the common features of the professionals that they respect.

Many cups of coffee and cakes later, the below mind map is the result of their brainstorm. Would you agree with them?





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