The ‘Wahoo Factor’

Leadership Practices for a Global Profession

Discussion Outline

• Operations Overview

• Critical Success Factors
Leadership Practices in a Global Profession

Diverse Global Operations

- Production and Manufacturing
  - Oil production - Upstream
  - Refining
  - Chemicals manufacturing and distribution

- Product Distribution and Power Generation
  - Fuels distribution and marketing
  - Lubricants and Grease manufacturing
  - Product transport: pipeline, ship, rail, truck
  - Power production
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Diverse Operations

Operations in over 200 Countries
Vast Majority of Employees and Managers are Nationals

Upstream Operations Span the Globe
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Global Refining Scope

31 Operated Refineries in 25 Countries

- Integrated with Chemicals or Lubes
- Fuels or Lubes Only
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Global Chemical Manufacturing

57 Operated Sites

- North America: 17 Sites (17%)
- Europe: 20 Sites (16%)
- Middle East: 2 Sites (16%)
- Asia: 12 Sites (17%)
- South America: 4 Sites

Major Complexes

Capacity Distribution:
- Americas: 51%
- Middle East: 16%
- Europe: 16%
- Asia: 17%

Integrated Major Complexes

North America: 51%
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Mandarin for Wahoo?

Eeyaaa

Whaouh

Jounetsu

Pasión

Evviva

Begeisterung

ขยับ (Chai-Yo)

โอโฮ (Oh-Ho)

Yee Hah

哇! (pronounced: Wa!)

太棒了! (Tai Bang Le!)

棒极了!(Bang Ji Le!)

ไชโย (Chai-Yo)

โอโฮ (Oh-Ho)
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Critical Success Factors

1. Focus on **Operations** Management Systems
2. Create Pull
3. Organize to Empower; Offer Careers vs Jobs
4. Provide Supportive, Collaborative Environments
5. Generate Optimism
1. Focus on Operations Management Systems

- SH&E Management Systems Do Not Work.
- Operations Management Systems Do!

Critical Success Factors

- Safety Policy
- Health Policy
- Environmental Policy
- Product Safety Policy

OIMS

Operations Integrity Management System
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OIMS: Run by Operations for Operations

Driver

1. Management Leadership, Commitment & Accountability

Operations

2. Risk Assessment & Management
3. Facilities Design and Construction
4. Information/Documentation
5. Personnel and Training
6. Operations and Maintenance
7. Management of Change
8. Third Party Services
9. Incident Investigation and Analysis
10. Community Awareness and Emergency Preparedness

Evaluation

11. Operations Integrity Assessment and Improvement
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Create Pull OH Center of Excellence

Strategic Focus

- Strategic direction
- Exposure reduction
- Global Practices
  “Central design and local delivery”
- Skilled ‘in-country’ resources

Core Objective:

Consistent Health Risk Assessment and Management Across Global Operations
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TRIR Formula:

# Workers ÷ Work Hours x 200,000 =

% of Workers above OEL/Required to use PPE

*Exposure as a leading indicator

Safety

Health

LTI
Occupational Illness
Health Outcomes
Absorbed Dose
Exposures > 100% OEL (no PPE)
Exposures > 100% OEL * (with PPE)

Recordable
Minor Injury
Near Miss
Unsafe Behaviors

* Source: EAS – Global Exposure Assessment System
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KPI Illustration

% of Workers

Sites 1 - 14

Reflects posts which require employees to routinely wear hearing protection.
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Industrial Hygiene Approach

2. Organize to Empower

- History
  - Decentralized → Centralized (but not HQ based)
  - Compliance → Risk Assessment/Management

- Organization
  - Global Center of Expertise (COE)
  - Regional Shared Services Teams
    America’s; Europe/Africa/Middle East; Asia/Pacific
    IH Professionals → Advise. Recruit. Mentor.
  - IH’s located at operating sites; most outside the U.S.
  - Strong focus on developing Local / National Resources
Figure 1: Overview

MOH IH Technical Professional Development System

Assessment of Resource Demand
- Work Demand
- Technical Proficiencies
- Strategic Skills
- Leadership and Communication skills

Resource Planning
- Key Technical Jobs
- Positions / Assignments
- Succession Plans
- Leadership / Advisor Development (COED)

Assignment and Succession Plans
- Recruiting / Recruiting Targets
- Staff / Development Assignments
- Assimilation of new hires
- Mentoring

Professional Development and Recognition System
- Inventory of skills / experience
- Training / Development Plan
- Training / Continuing Ed

Performance Assessment and Feedback
- HR Forms (PADP, EADS)
- Human Resources
- Performance feedback

Superior Business Results & Employee Development

Business Inputs

Technical Developments

MOH Leadership Team (Parallels EMRE Resource Council)

OH COE Leadership Team (Parallels EMRE Job Family Council)

Direct Supervisors (OH Managers, OH COE Mentors)
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Career Stages

IH Manager / Global Leader
Aligning, Developing and Leading

IH Advisor
Contributing Through Others

Professional IH
Building Depth and Experience

Industrial Hygienist (IH)
Establishing the Basics

Expectations: Manager / Global Leader
- Demonstrate performance
- Breadth of competencies
- International experience
- Multiple Businesses
1. Focus on Operations Management Systems
2. Create Pull
3. Organize to Empower; Offer Careers vs Jobs
4. Provide Supportive, Collaborative Environments
5. Generate Optimism
Support and Collaboration
OH Center of Excellence

5 Strategic Goals

- Consistent Risk Assessment and Mgmt
- Value added Services Meet Business Needs
- Motivated, Empowered Global Team
- Integrated with SH&E, Business Initiatives
- Sound Science based Core Practices

Networking

Global Operations

Networks provide opportunities to share and collaborate

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Optimism

Global Demand for Trained OH / IH Resources

- Flat to shrink
- Flat
- Growing / growth expected

Source – thoughts and opinions of participants
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Share Enthusiasm